

Building Projects that Build Communities

Recommended Best Practices



Developed by the
Community Partnership Forum



Washington State
Department of Transportation

For more information

Contact WSDOT's Community Partnerships:
360-705-7505 or
visit our website at:
www.wsdot.wa.gov/TA/PAandI/PAIHP.html

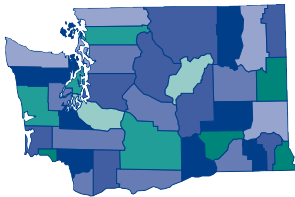
*cover photo of Leavenworth, Washington
by Julie Mercer Matlick*

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Community Partnership Forum

First Edition
2003



Community Partnership Forum



**Washington State
Department of Transportation**



**Washington State
Department of Transportation**

Douglas B. MacDonald
Secretary of Transportation

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January 27, 2003

Dear Reader:

WSDOT is pleased to send you *Building Projects That Build Communities*, a new handbook to help everyone work together on transportation projects that meet our citizen's needs.

Building Projects results from an unusual and exciting Community Partnership Forum that has worked to consider the best ways to plan and develop projects where different levels of government must solve intricate and inter-related problems in order for a project to succeed.

The Community Partnership Forum has brought an array of transportation experts from different backgrounds together to share insights with one another and incorporate them into this valuable new handbook.

The people who contributed to the Community Partnership Forum gave freely not only of time and energy, but of personal expertise and that of their organizations—cities, counties, consulting firms, Sound Transit, the Association of Washington Cities, the Federal Highway Administration and our own Washington State Transportation Department. We want to thank all the Forum participants, offer congratulations on the quality of the product, and acknowledge the contributions made by our contractors Norton-Arnold & Company, David Evans and the Cascade Design Collaborative.

We hope you find that *Building Projects* contributes to future successes in developing good transportation projects in our communities.

A handwritten signature in black ink, reading 'Paula Hammond'.

Paula Hammond
Chief of Staff

A handwritten signature in black ink, reading 'Douglas B. MacDonald'.

Douglas B. MacDonald
Secretary of Transportation

The Community Partnership Forum, 2002



photo Grace Eubanks

Forum members from left to right: Jim Seitz, Association of Washington Cities; Julie Mercer Matlick, WSDOT Team Leader; Tracy Krawczyk, Sound Transit; Mike Horton, WSDOT; Paul Krauss, City of Auburn; Bart Gernhart, WSDOT; Crystal Donner, Perteet Engineering; Dan Mathis, Federal Highway Administration; Margaret Norton Arnold, Norton Arnold & Company; John Milton, WSDOT; Claudia Hirschey, David Evans & Associates; and Mark Leth, WSDOT.

Not pictured: Tom Ballard, Pierce County; Tim Bevan, CH2M Hill; Mary Ann Duncan-Cole, City of Stevenson; Phil Fordyce, WSDOT; Mike Frucci, WSDOT; Mary Legry, WSDOT; Renee Montgelas, WSDOT; Brent Rasmussen, former WSDOT; and Randy Witt, Bainbridge Island.



photo Rita Robinson, DCTED

◀ Downtown Walla Walla

Table of Contents

1 Introduction

3 Chapter One: Using the Community Partnership Approach

- 5 Getting Started: An Overview of Joint Projects
- 6 Identifying Funding Sources
- 7 *Figure 5. Example of Best Practices: WSDOT Olympic Region Capital Improvement and Preservation Program Project List: Grays Harbor County*
- 9 Local Programs Engineers at WSDOT

13 Chapter Two: Setting the Stage for Success

- 15 Start the Team Off on the Right Foot
- 17 Meeting One: Laying It All Out on the Table
- 20 Meeting Two: Refining Your Project Vision
- 24 Meeting Three: Signing Off on the Nitty Gritty
- 27 Engage the Public in Your Project

31 Chapter Three: Working through Design, Review, and Approval

- 33 Strategies for Success
- 36 Major Milestones in the Design Process
- 37 If You Reach an Impasse: The Route to Dispute Resolution

39 Chapter Four: Building Your Project

- 39 Clarify Roles and Responsibilities

41 Chapter Five: Evaluating, Adjusting, and Improving

- 43 *Figure 12: Sample Six Month Evaluation Form*
- 45 *Figure 13: Sample End of Project Evaluation Form*

47 Chapter Six: Case Studies

- 47 Case Study 1: Integrating an Arterial State Highway with the Community Vision—Covington
- 49 Case Study 2: State Highway meets Small Town—Bingen
- 51 Case Study 3: State Highway within a Scenic Area—The Columbia Gorge

53 Chapter Seven: Tools and Resources

- 54 A Table of Joint Project Types
- 58 Local Agency Documentation Review Checklist
- 62 WSDOT Regional Practices Example Checklists
- 62 Checklist for Channelization Plan Review
- 63 The Path to Success
- 64 Olympic Region Development Services Checklist

- 65 WSDOT Design and Construction Oversight for Local Agencies Working within WSDOT Right-of-Way
- 66 *Map:* Washington State's Metropolitan Planning Organizations (MPOs)
- 67 *Map:* Washington State's Regional Transportation Planning Organizations (RTPOs)
- 71 *Example:* Local Agency Environmental Classification Summary (ECS)

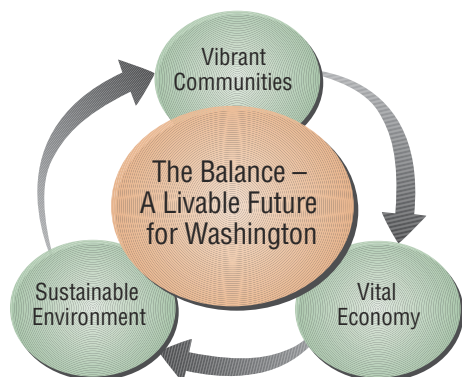


Introduction

The Washington State Department of Transportation (WSDOT) is guided by a statewide vision for transportation. This 50-year vision was developed by the Washington State Transportation Commission with its transportation partners across the state. It calls for changing the way we approach transportation to ensure that Washington remains a desirable place to live in the future. That's a contrast from current trends that project growing congestion problems and deteriorating transportation systems that will ultimately have a negative impact on the quality of life in our state and livability of our communities.

Supporting “Vibrant Communities” is one of the Commission’s primary goals in how WSDOT delivers its transportation projects. “Livability” is a concept of a future that is enduring, economically vibrant, responsible (civil), and offers a desirable quality of life. Since a livable future is a goal for transportation planning and investment decisions, the Commission’s vision lists Livability as the central theme for its vision. *Figure 1* below suggests that striving for a balance of vibrant communities, a vital economy, and a sustainable environment we will enjoy a livable future. The commission envisioned a livable future through effective community-based design and collaborative decision-making. First, we must change current trends and chart a new course for the future. Through development of tools such as this *Best*

Figure 1. Commission Vision for a Livable Future



“The only way we are going to meet the transportation needs of our state is to be willing to change how we do business and to keep building and extending our partnerships.”

—Transportation Commissioner Connie Niva

Practices Guidebook new and innovative ways of doing business will help us begin that process.

The outcomes sought by the Commission to support livable communities that this document addresses are:

- Effective community-based design, and
- Collaborative decision-making.

The Commission directs WSDOT to develop transportation projects in rural and urban areas by working with its partners to:

- Foster multi-modal transportation systems that enhance communities,
- Develop collaborative transportation actions sensitive to community values, and
- Coordinate access to funding.

Real partnerships start with ongoing relationships of trust and collaboration. The concept of true community partnerships is good in theory, but can be difficult to put into practice because of things such as local land use decisions which can enhance or negatively impact the transportation system because it requires tremendous teamwork between agencies and organizations. Community partnership projects require full participation and consensus by all partners working on joint projects. At times the interests, values, and priorities of various agencies may be in conflict with each other.

Examples are numerous particularly when a state highway essentially serves as the “Main Street” for a community. The state, in this situation, may be most concerned about maintaining mobility, traffic speeds, and safety on that stretch of the highway. The local community, in contrast, may be more interested in slower speeds, traffic calming devices, pedestrian access, and aesthetic enhancements to the downtown that will contribute to more community character and the local economy.

Other projects can be less complex but just as important to the community. The design, aesthetics, and surface street links to an HOV Direct Access freeway interchange, for example, may be key priorities to a neighborhood that is striving to maintain its sense of place and overall quality of life for its residents.

Even a railroad overpass or at-grade crossings can have substantial impacts on a community depending on where it is located and how it intersects with other roads in a given neighborhood.

All projects with any possible impacts to the local community require a balanced and sensitive approach to planning, design, and construction. The WSDOT, the Federal Highway Administration (FHWA), tribes, local agencies and/or other partners need to understand and implement collaborative approaches that allow all stakeholders to participate equally in the vision, design, and construction of the project. At the same time, joint projects need to be implemented in a way that enables those stakeholders to achieve multiple project goals.

The key is to strive for balance. Projects must be supported by sound engineering practices and, at the same time, incorporate the needs of the jurisdictions involved. This *Guidebook* is intended to assist project teams in achieving that balance.

You are encouraged to use this *Guidebook* as a framework to help you—whether you are a local agency, staff at WSDOT, or representing another interest—to carry out your joint projects more effectively. Project teams are encouraged to use the tools described in this document to help them set the stage for long-term success and to implement the planning, design, and construction of projects.

This *Guidebook*, however, is just a starting point. Real change in the way community partnership projects are developed and managed will require strong commitment and action from all individuals involved, whether they be WSDOT, FHWA staff, elected officials, citizens, tribal members, or consultants.

Long delays or skyrocketing costs are discouraging to everyone. Both WSDOT and local agencies are committed to fostering change in the way joint projects are conducted throughout Washington State. You are encouraged to use this *Guidebook* to help retain or even improve our quality of life.



▲ Port Townsend Historic Downtown.

photo Rita Robinson, DCTED



Key Concept Collaboration, Collaboration, and More Collaboration

CHAPTER ONE

Using the Community Partnership Approach

Joint projects occur at many different levels of partnering agencies' development responsibilities, interest, governing authority, and funding. For example, if only WSDOT is funding and leading a project, there is still a certain level of partnership because WSDOT does not build *anything* that is not within the bounds of some local agency. All of WSDOT's projects affect some local or other agency such as a port district, the Washington State Department of Ecology, or a tribal government. Thus, that agency needs to know what WSDOT is doing and be afforded some level of input. Likewise, agencies designing and/or seeking funding to make improvements on state routes owned by WSDOT have an obligation to coordinate with WSDOT because of its operational and maintenance responsibilities.

The best practices for joint or partnership projects discussed in this document are most suited for those projects where two or more agencies have a strong vested interest in the outcome of changes to a given transportation system, such as a project where the state route serves as the "Main Street" or main arterial through a community.

These type of projects require a mindset that is different from what you need when you're operating as "just the WSDOT" or "just the local jurisdiction." On these projects all agencies involved should be thinking in terms of multiple project partners, rather than as a single agency. And, all parties need to think collaboration, communication, and appropriate compromise. This *Guide-*

book details how these elements can be incorporated through every phase of joint projects.

Successful Project Design and Delivery is a Two-Way Street

There's no "bad guy" or "good guy." Initiating a project the right way—in an atmosphere of collaboration and partnership—can go a long way toward ensuring that all parties, whether they be local, state, tribal, railroads, private, or federal, are participating in a project vision they can agree to. This collaboration is only maintained through a comprehensive communication effort that is strictly followed from project visioning through to the very end of construction.



photo Mike Westbay, WSDOT

▲ WSDOT joined local dignitaries in a groundbreaking ceremony for a new interchange in Pasco. The community considers this project one of the area's primary transportation needs. Located on US 395, it is a vital north-south corridor through eastern Washington connecting international shipments between Canada and Mexico. Hillsboro Street is the only access route to the Port of Pasco Processing Center, Burlington Northern Railroad Hump Yard, and many trucking business centers including a major commercial truck stop.

Figure 2. A Model for Joint Projects





▲ The Alaskan Way Viaduct.

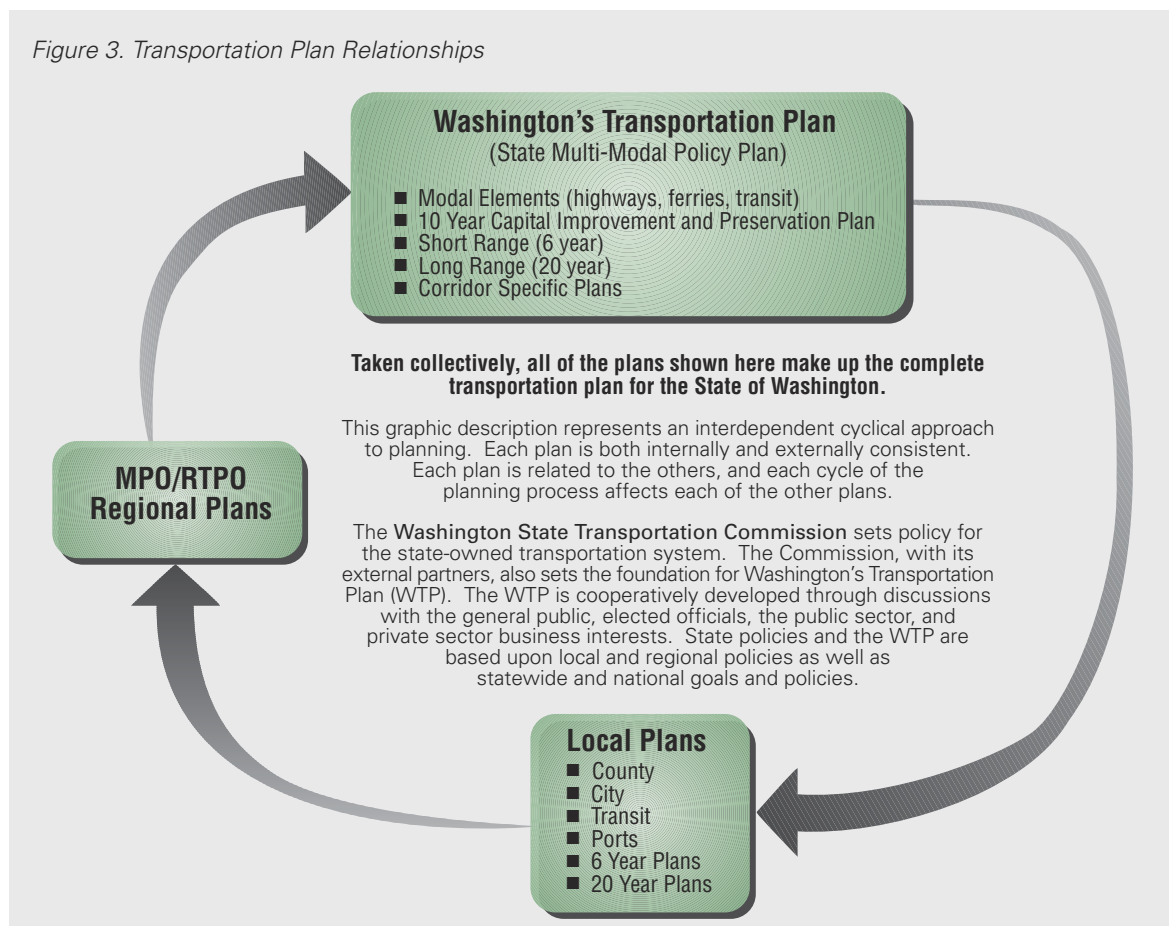
Using the Framework of Community Partnership Design

The recommended guidelines in this book have been created within the framework of the Washington Transportation Commission's "Vibrant Communities" concepts. Real partnerships don't simply occur on a project-by-project basis, but are the result of continuous, collaborative, and respectful relationships. In fact, they involve an entire *process* of working with communities that call for good communication skills, meaningful public involvement, listening, collaboration, and compromise.

In other words:

Simultaneously advancing the objectives of safety, mobility, enhancement of the natural environment and preservation of community values.

Figure 3. Transportation Plan Relationships





A new model for joint projects requires a new way of thinking, a new approach to projects, and a new willingness to craft innovative ways to meet both community and WSDOT priorities.

This kind of approach, which relies on early, **good communication and partnership, goes a long way toward preventing the “rework” cycle**—that is, the need to go back and completely redesign the project because not all of the players have been on board from the beginning.

This approach can be a little intimidating, as some team members may fear that they are compromising design requirements or safety or council or commission direction. Others may feel there has to be an “us” versus “them” on joint projects. There may even be concerns that this collaborative approach will cost more time and money, although the opposite is often true.

The WSDOT is incorporating both the concepts and the practices inherent in the Context Sensitive Design (CSD) programs that have been promoted throughout the United States. The agency brings its own Community Partnership Program and governing policies forward to create new collaborative mechanisms for joint projects.

WSDOT Tools include:

- Community Partnership Program
- Safety and Aesthetics Program
- Managing Project Delivery Training
- WSDOT’s Technology Transfer Center (T2)
- Local Agency Guidelines (LAG) Manual

And WSDOT has initiated the development of a Safety and Aesthetics Program. This program is a multi-faceted effort integral to implementing principles of CSD in Washington State. CSD considers the elements of mobility, safety, environment, and aesthetics from the beginning to the end of the project process. This program is developing frameworks to incorporate innovative designs, evaluate the effectiveness of those designs, and work with local communities in the development of urban-related elements in the design manual guidelines. The WSDOT also has Managing Project Delivery training, which lays out an excellent

framework for project development. Combined, these three tools make a strong resource package that can be used to change the way in which joint projects are managed throughout Washington.

Getting Started: An Overview of Joint Projects

Transportation capacity or mobility projects in Washington State generally begin at the city or county level. As the population and economy grow and shift, transportation infrastructure may also need to expand or change to accommodate

Figure 4. A Schematic of Successful Project Delivery

Any joint project can be explained in five primary steps. These include:





photo Rita Robinson, DCTED

▲ An example of changing land use in Bellevue.

these changes. The WSDOT works closely with tribes, cities, towns, and counties as well as the Regional Transportation Planning Organizations (RTPOs) and Metropolitan Planning Organizations (MPOs) and others to understand the demands of growth on the state's transportation system.

Local agencies must also seek to provide infrastructure within their own jurisdictions. Washington's Transportation Plan summarizes the need for all of these components of the state's network of roads, streets, bridges, transit, rail, ferries, air, and non-motorized modes of transportation. The WSDOT also prepares plans for the systems it has jurisdiction over: highways, ferries, airports, and other pieces of the network the state owns and operates. They do even more comprehensive planning for the parts of the network in their ownership. The RTPOs/MPOs describe the regional or metropolitan network made up of state, local, or privately owned transportation facilities and services in their regional or metropolitan transportation plans.

In their comprehensive planning and land use decisions, local governments establish their vision for managing growth and the needed infrastructure to support it. These agencies establish development regulations that specify the level of service they desire for the streets and roads, in their vicinity. The WSDOT uses this information in developing its route or corridor plans. These plans identify the improvements or preservation projects that will be needed to support the growth

of the area. These plans may address applicable design criteria, access management, and any design deviations applicable to a given route or route segment. This information of projected need, in turn, is compiled in WSDOT's 20-year Washington Transportation Plan (WTP) and the Highway System Plan (HSP).

Depending on the funding available from the Legislature, the WSDOT prioritizes the most needed projects. This means that improvement and preservation projects on state routes compete for funding within their project type subcategories on a benefit/cost basis. This ensures to taxpayers that the projects with the "highest benefit to users per dollar spent" will be built first. An example of the Olympic Region's project list is shown on page 7. The projects get scoped to determine the appropriate design and cost and are then funded as the financial resources become available.

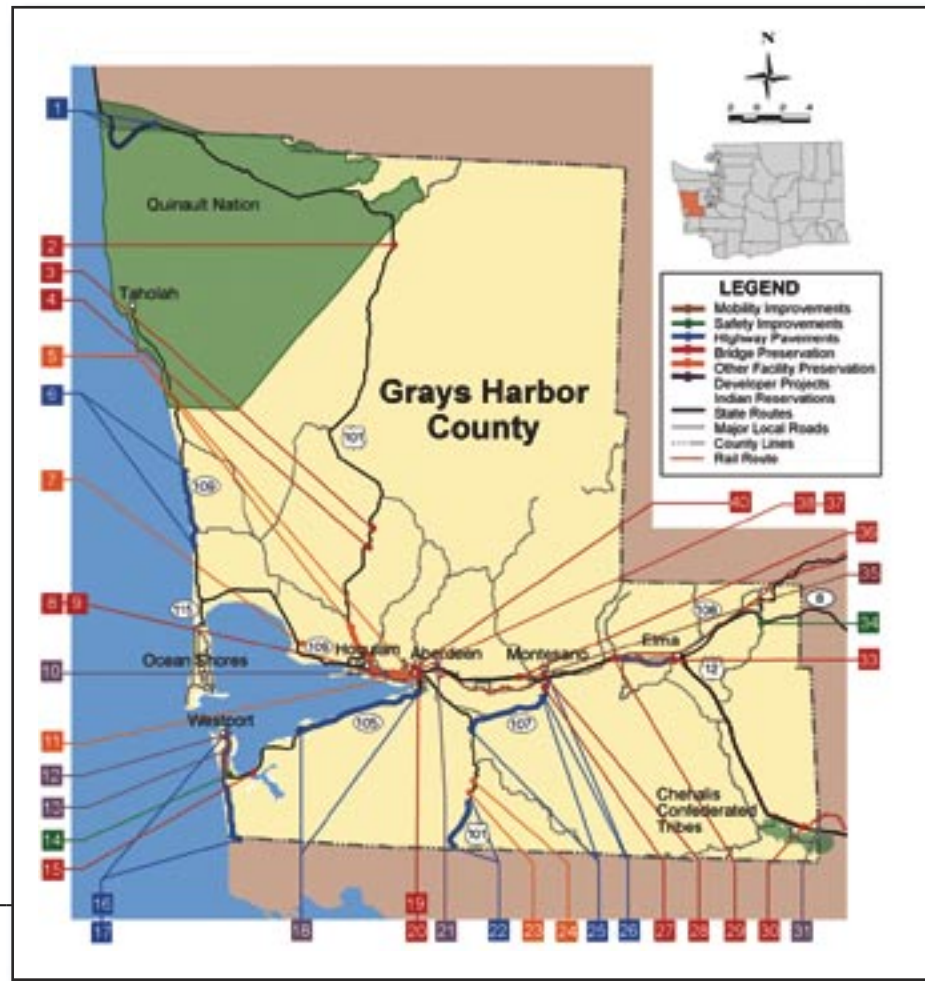
The Growth Management Act (GMA) requires that RTPOs certify that the transportation element of comprehensive plans adopted by counties, cities, and towns reflect approved RTPO transportation guidelines and principles. Both MPOs and RTPOs update regional transportation improvement programs (RTIP) at least once every two years. The updated RTIPs constitute the State Transportation Improvement Program (STIP):

- Projects that originated in local MPO/RTPO Transportation Plans,
- Projects that are federally funded, and
- All WSDOT and regionally significant projects regardless of funding source.

Identifying Funding Sources

There are a number of funding sources for projects initiated by local agencies and/or WSDOT. Teams involved in a Community Partnership project should note that **each source of funding is accompanied by its own set of requirements**. It may be a requirement to include certain project elements, or there may be deadlines to expend funding by phases, and there may stipulations about the appropriate manual for design. Issues linked to the funding source should be understood by the entire project management team to enhance project

Figure 5. Example of Best Practices: WSDOT Olympic Region's Grays Harbor County Capital Improvement and Preservation Program



	Project Description	Funding Status
1	US 101 - Project overlays 4.44 miles from Clearwater road to Queets with asphalt concrete pavement	DESIGN, CN
2	US 101 - Project replaces the structurally deficient South Fork Boulder Creek bridge (McCalla Creek)	DESIGN, CN
3	US 101 - Project replaces the structurally deficient West Fork Hoquiam River bridge 101/145	DESIGN, CN
4	US 101 - Project replaces the structurally deficient West Fork Hoquiam River bridge 101/142	DESIGN, CN
5	US 101 - Project rehabilitates fourteen signal systems in Aberdeen	DESIGN, CN
6	SR 109 - Overlays 7.18 miles from Copalis Beach to Roosevelt Beach with asphalt concrete pavement	DESIGN, CN
7	SR 109 - Project replaces an existing culvert (Grass Creek Vicinity)	DESIGN, CN
8	US 101 - Project provides a seismic retrofit to Hoquiam River bridges to reduce risk of earthquake failure	DESIGN, CN
9	US 101 - Project rehabilitates mechanical and electrical equipment on Hoquiam River bridges	DESIGN, CN
10	US 101 - Development and/or State may address crosswalk between a McDonalds Restaurant and YMCA	UNDER REVIEW
11	US 12 - Project rehabilitates two signal systems in Aberdeen	DESIGN, CN
12	SR 105 Spur - Development may warrant a new signal at Wilson Ave & NB left turn lane to WB Jetty Access Rd	UNDER REVIEW
13	SR 105 Spur - Development may relocate/add mid block access or create a fourth intersection leg in future (Bed & Breakfast)	UNDER REVIEW
14	SR 105/SR 105 Spur - Project provides right/left turn channelization and upgrades illumination at Westport	DESIGN, CN
15	SR 105 - Project rehabilitates the Elk River bridge deck	DESIGN, CN
16	SR 105 - Project overlays 3.89 miles from Pacific County line to Bonge Avenue with asphalt concrete pavement	DESIGN, CN
17	SR 105 - Project overlays 4.73 miles from Bonge Avenue to E Dock Street with asphalt concrete pavement	DESIGN, CN
18	SR 105 - Project overlays 9.75 miles from Johns River to Edward Smith Drive with asphalt concrete pavement	CN
19	US 12 - Project cleans and paints the Wishkah Street bridge	DESIGN, CN
20	US 12 - Project repairs the grid deck on Wishkah Street bridge	DESIGN, CN
21	US 12 - Development may warrant a new signal and/or other improvements of Sargent Boulevard (Sierra Pacific Wood Processing Plant)	UNDER REVIEW
22	US 101 - Overlays 4.37 miles from Pacific County line to Lund Rd vicinity with asphalt concrete pavement	DESIGN, CN
23	US 101 - Project flattens slopes, replaces a culvert, and removes wood fiber fill two miles South of Artic	UNFUNDED
24	US 101 - Project stabilizes a side slope one mile South of Artic to reduce risk of road closure	UNFUNDED
25	SR 107 - Project overlays 6.71 miles from US 101 to Chehalis River with asphalt concrete pavement	DESIGN, CN
26	SR 107 - Project overlays 0.90 miles from Chehalis River to US 12 with asphalt concrete pavement	DESIGN, CN
27	SR 107 - Provides a seismic retrofit to Chehalis River bridge 107/4 to reduce risk of earthquake failure	UNFUNDED

CN - Construction

communication and disclose project issues for all members of the team.

Two common governing documents in Washington State are the Local Agency Guidelines (LAG) and WSDOT's Design Manual.

If a joint project is planned by a community and it receives funding, it's imperative that the local agency initiate contact with the WSDOT Region if the project is located on a state route—or if final design will be governed by WSDOT.

The table in *Chapter 7* of this *Guidebook* details the review and approval process for many of these types of joint projects. This early contact with WSDOT will insure that the project team understands, up front, the constraints and issues that may arise as the project moves to construction. Understanding the approval process for

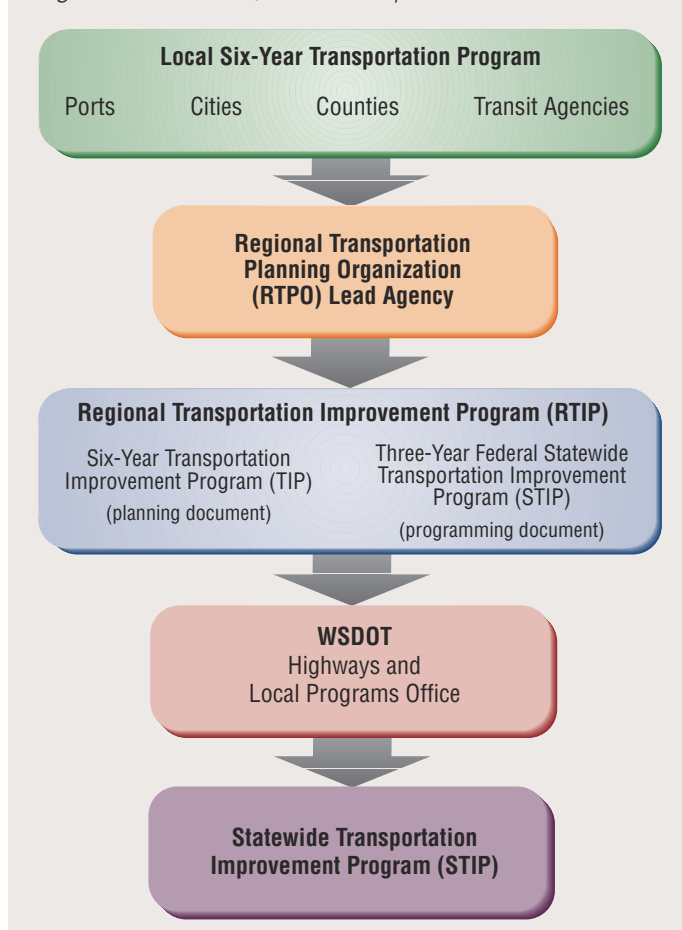
different highways is critical to the success of your projects. Highways have different functional classes, access controls, and federal and state requirements in their design and operation. These differing variables play an important role in which projects are ultimately approved.

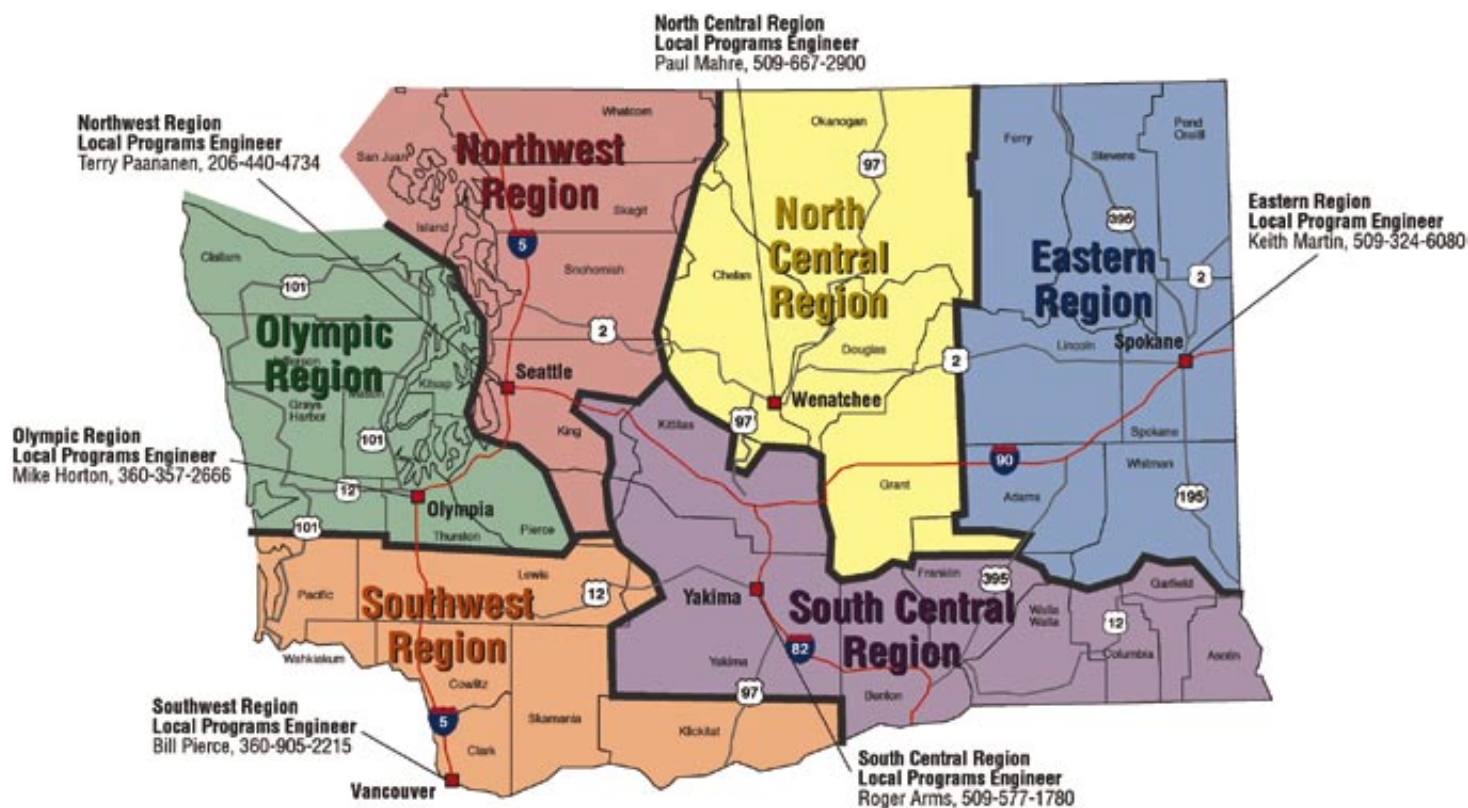
When searching out funding options for joint projects it's important to remember that WSDOT cannot pay for all the amenities that might be approved on a state-owned roadway, but there are a number of other resources that may be available. The community is often the best agency to identify sources of funding for the early stages of project visioning and conceptions. Also see *Chapter 7 Tools and Resources* for more creative ideas with early visioning work. To determine what can or can't be paid for with either WSDOT funds or other state or federal funds, the best place to start is with your regional Local Programs Engineer. They are located in each of WSDOT's six regions throughout the state and are the direct link between WSDOT, local agencies, and partners such as tribal governments, ports, and transit. The primary responsibility of the regional offices is to manage federal and state funds in a way that allows the agencies to be successful in their transportation endeavors. At the same time, the region staff helps agencies comply with program requirements and provide technical assistance.

In the Northwest Region (NWR) of WSDOT while the initial contact may be to the Local Programs Engineer, you will quickly be put in touch with the appropriate area personnel for the most effective coordination. The NWR has been subdivided into three areas, each of which is charged with responsibility for all the state routes in its area and associated projects and programs.

Also, the Local Programs Engineers work closely with public works staff, engineering staff, and elected officials. They guide, counsel, and collaborate with these agencies on project scoping, funding, design, environmental documentation, construction and project closure. The Local Programs Engineers also ensure representation of, and advocacy for, each agency's transportation concerns, interests, and needs.

Figure 6. RTP/RTIP/STIP Development Process





To learn more about the different regions within Washington State visit WSDOT's web site and click on the region name to take you to their home page.
www.wsdot.wa.gov/TA/Staff/RegStaff.htm

Local Programs Engineers at WSDOT Regions

Headquarters

360-705-7000
 310 Maple Park Avenue SE
 PO Box 47300
 Olympia, WA 98504-7300

- Doug MacDonald, Secretary of Transportation
 e-mail: MacDonD@wsdot.wa.gov
- Kathleen Davis, 360-705-7871
 Highways and Local Programs Director
 e-mail: davisk@wsdot.wa.gov

Olympic Region

360-357-2600
 5720 Capitol Boulevard
 PO Box 47440
 Olympia, WA 98504-7440

- Mike Horton, 360-357-2666
 Local Programs Engineer

Northwest Region

206-440-4000
 15700 Dayton Avenue North
 Seattle, WA 98133-9710

- Terry Paananen, 206-440-4734
 Local Programs Engineer
- For specific regional areas:
 Snohomish/King County Area Administrator:
 Ron Paananen, 206-440-4696
 Mount Baker Area Administrator:
 Todd Harrison, 206-440-4711

Eastern Region

509-324-6000
 2714 North Mayfair Street
 Spokane, WA 99207-2090

- Keith Martin, 509-324-6080
 Local Programs Engineer

North Central Region

209-667-3000
 1551 North Wenatchee Avenue
 PO Box 98
 Wenatchee, WA 98807-0098

- Paul Mahre, 509-667-2900
 Local Programs Engineer



Key Concept

***Collaboration, Collaboration,
and More Collaboration***

South Central Region

509-577-1600
2809 Rudkin Road, Union Gap
PO Box 12560
Yakima, WA 98909-25360

- Roger Arms, 509-577-1780
Local Programs Engineer

Southwest Region

360-905-2000
11018 NE 5th Circle
S-15, PO Box 1709
Vancouver, WA 98682-6686

- Bill Pierce, 360-905-2215
Local Programs Engineer

Another excellent resource for funding assistance is the **Infrastructure Assistance Coordinating Council (IACC)**. The IACC is a nonprofit organization made up of staff from state and federal agencies, local government associations, nonprofit technical assistance firms, tribes, and universities.

Its purpose is to improve the delivery of infrastructure assistance, both financial and technical, to local governments and tribes. It does this by keeping members informed of changes in programs and services. About every other year, the IACC sponsors a statewide conference that brings these program representatives together with local government staff.

Over 215 federal and state programs are listed on IACC's database website: www.infracfunding.wa.gov. Depending on the type of funding source, eligible agencies include: cities, counties, port districts, tribes, transit agencies, school districts, economic development councils, rail districts, private railroads, public and private employers, non-profit and private for-profit transportation agencies and regional and state governments including WSDOT.

Major Sources of Funds in Washington

WSDOT Highways & Local Programs (H&LP)

The WSDOT H&LP Division administers many transportation-related grants, including both federal and state programs, which are critical to local agencies throughout the state. The major federal source of transportation revenue is the federal Transportation Equity Act for the 21st Century (TEA-21) funds, many of which are used for "main street" type projects. TEA-21 is intended to integrate the transportation system to help ensure Americans' prosperity and quality of life into the new century. The four state grant programs administered through WSDOT H&LP provide assistance to local agencies for improvements and preservation of their transportation system. 360-705-7389 www.wsdot.wa.gov/TA/HOMEPAGE/HLPHP.html

County Road Administration (CRAB)

This agency is a major resource for counties. CRAB administers two grant programs for counties to preserve and improve county roads. 360-753-5989 www.crab.wa.gov/newabout.asp



photo Jim Sayoe, City of Long Beach

▲ Downtown Long Beach.

Transportation Improvement Board (TIB)

This agency is a resource for cities, urban counties and transportation benefit districts. TIB administers five grant programs to preserve and improve local agency roadways. 360-705-7300
www.tib.wa.gov

Washington State Public Works Trust Fund

The Public Works Trust Fund provides loans to local agencies to preserve, improve and repair eligible infrastructure projects. 360-725-5000
www.pwb.wa.gov

Washington State Department of Transportation

WSDOT funds (variable depending on legislated budgets) projects and programs on state-owned or state-impacted systems. Your regional local programs engineer is the contact to assist agencies in determining the types of funds that may be appropriate for particular projects. 360-705-7000
www.wsdot.wa.gov/TA/Staff/RegStaff.htm



▲ Before: Downtown Newport.



▲ After: Downtown Newport (computer visualization, WSDOT).

Example of Leveraged Partnership – Newport Downtown Couplet

Funding Sources:	Local Improvement District	\$500,000
	WSDOT Highway Paving Funds	\$920,000
	Statewide Competitive Program	\$895,000
	City of Newport	\$120,000
	Transportation Improvement Board	\$140,000
	Surface Transportation Program, Railroad Crossing	\$200,000
	Surface Transportation Program, Rural regionally	\$60,000
	Community Development Block Grant	\$750,000
	Forest Service	\$250,000
	Total	\$3,835,000

Local Funding Sources

These sources are generally gas tax allocation, funds from locally levied property, or other taxes such as added state sales tax and are budgeted and programmed by the administering agency. In addition, business districts can form Local Improvement Districts (LIDs) for local capital improvements.

In some cases, local civic organizations or clubs or neighborhoods raise funds to build minor improvements or to maintain them.

Federal Sources

WSDOT Highways and Local Programs (H&LP)

The major federal source of transportation revenue is the federal Transportation Equity Act for the 21st Century (TEA-21) funds, many of which are used for “Main Street” type projects. TEA-21 is intended to integrate the transportation system to help ensure Americans’ prosperity and quality of life into the new century.

Another federal source of revenue administered by H&LP is the Hazard Elimination Safety Program (HES). These funds are strictly for safety improvements.

*For more great resources refer to **Chapter 7 Tools and Resources**.*



photo Julie Mercer Matlick, WSDOT

▲ *These special decorative pedestrian lights and sidewalk enhancements were paid for by the local downtown Auburn businesses using an LID.*



photo Julie Mercer Matlick, WSDOT

▲ *Sidewalk details in Mercer Island*



CHAPTER TWO

Setting the Stage for Success

During this phase of a project, planning and design staff from local agencies are likely to be working with WSDOT's local program staff, project development engineers, and assistant state design engineers. In many regions the Local Programs Engineer may facilitate coordination of projects that involve both local agencies and WSDOT¹. Together, the two lead agencies of the project should:



If you work for WSDOT, you will recognize the following concepts from the Managing Project Delivery process that has been adopted throughout the Department and incorporated in the *Design Manual*, Chapter 140. Even if you don't work for WSDOT, the training and participant manual on Managing Project Delivery is an excellent resource for putting project teams together and overall project management.

As in Managing Project Delivery, the principles outlined in this *Guidebook* should be ones that you scale up or down depending on the size and complexity of your project. A major arterial improvement project, for example, will require a larger team and a greater degree of coordination than an isolated signal installation. The idea, though, is to create a team and a working struc-

¹ Except in Northwest Region as noted in the previous chapter where projects are coordinated with local agencies through Area Administrators

photo Rita Robinson, DCTED



▲ Joint projects can involve several different modes of transportation, such as this bicycle/ferry connection.

ture that incorporates the concerns, values, and ideas of all of the project's stakeholders.

How do you know what you'll need?

Not all joint projects need to take advantage of all of the team and project management principles outlined in this *Guidebook*. However, for any projects along a state route or intersection that may affect a state route it's best to get WSDOT and possibly even FHWA involved. The table on the following page will help you evaluate your needs.

Start with the right team

This is the core element of success or failure. The right people are fundamental to a project's success. All members of the project team need to serve as the central group of project advocates; people who are firmly committed to ensuring that the project process will be managed effectively and that the project itself will

Joint Project Type	Questions to Ask	Project Needs
Signalization of a single intersection	<ol style="list-style-type: none"> 1. Does it have a significant impact on businesses? 2. Is human safety an issue? 	If yes to either: you probably don't need a large project team, and you probably don't need a highly-structured project management plan. <u>Do</u> keep the community and all affected business owners informed of your plans, however.
HOV Direct Access Lanes	<ol style="list-style-type: none"> 1. Will traffic patterns in surrounding areas be affected? 2. Will commuters be interested in this proposed change? 	If yes to either: assemble a project team of local jurisdiction and key transportation agencies (including FHWA and transit). May not require an expert panel, but <u>will</u> require strong project management, communication, and consensus on a final alternative. You'll need to implement an effective communications strategy with your key user groups.
Downtown Revitalization	<ol style="list-style-type: none"> 1. Are the downtown streets closely linked to a state highway? 2. Is this part of a comprehensive plan and/or a community visioning process? 	If yes to either: the expert panel is highly recommended. You'll need a diverse project team, strong project management, flexibility, and a commitment to achieve consensus. The tools presented here will serve you well.
Major Corridor Improvements	<ol style="list-style-type: none"> 1. What is the widest range of potential impact/improvement? 	These are the largest, and most complex joint projects. Plan for a <u>large</u> project team, <u>significant</u> public involvement, and an <u>intense</u> process. You'll need all the tools this <i>Guidebook</i> has to offer.

be delivered according to the highest possible standards.

The **project team** should be made up of representatives of the jurisdictions who are directly involved in planning for, implementing, or eventually living with the results of the identified project. For most joint projects, this means that you will include planners, designers, architects and engineers from the local community—usually a department of a county or city government. WSDOT representatives generally include project development engineers, region traffic engineers and assistant state design engineers, planners, environmental, and other staff depending on the type of project from your WSDOT regional office. If federal highway dollars are involved, then a representative from FHWA may also need to be

involved on the team. And, don't forget transit staff if the route also has transit service.

Some projects include either a public or private developer, for example, a port district, a university, or a private real estate interest. If the project affects a tribal government then tribal authorities should have a role to play on your project. Representatives from those entities should also be included as part of the project team.

Of course, not all projects are large enough to warrant a large project team; you'll need to make the determination of the size and appropriate composition for your team. The team shouldn't be so large that it is unwieldy to manage. On the other hand, it needs to include the full range of interests and perspectives that should be ad-

dressed through the project. A team size of 6-10 is generally ideal.

Whatever the size of your team, all members need to be empowered to make decisions for their organizations. The team simply won't function effectively if there are varying degrees of authority represented among members. Make sure that you are assembling a group that can function as peers with each other. Of course, other formal organizational approvals need to occur, but begin with a team of individuals who have the right amount of authority to move the project along. It may be important to emphasize that part of a team member's responsibility is to keep his or her organization informed.

Your Team Needs:

- The right people
- Empowered people
- Enthusiastic project advocates

Sometimes an executive steering committee can be an important and helpful addition to the project. Members of this committee are most likely to be elected officials, agency heads, or other individuals in positions of authority. They will not meet as often as the project team and they will not delve into the nitty-gritty details of project management. What they will do is keep the project on-track politically, working with each other and other political bodies to ensure the project continues with the funding and other political support it needs to be completed. Not all projects are this complicated or highly visible, but when they are, this steering committee can be a crucial component of success.

Start the Team Off on the Right Foot

Once your team is assembled, you need to schedule at least three meetings to create a vision and to organize your team effectively to carry out the project. The next few pages detail how these meetings should be carried out.

If the project is a large one, and especially if it involves a strong community vision as may have been outlined in a comprehensive plan, it can be helpful to bring in some outside expertise to initi-

photo Link Transit, Wenatchee



▲ Many projects also consider transit in their design.

ate your project. You can use this expert panel to help evaluate the multitude of ideas, concepts, and dreams that are often generated when a community gets excited about its future.

Helpful Expertise:

- Transportation engineer
- Architect or landscape architect
- Community planner
- Economic development advisor
- Professional facilitator

There may be grant funding and other assistance available for this kind of visioning process, and your project team should take advantage of these sources of funds. In selecting your expert panel, you will also want to choose individuals who are unbiased and good at encouraging discussion so that everyone on the project team can fully participate in the visioning process. Expertise that can be helpful in setting the stage for joint projects include:

- (1) **A Transportation Engineer.** Since most projects are driven by transportation needs, the engineer on your team will be critical to your success. Select an engineer who can bring broad perspective, technical knowledge, and problem solving abilities to the table. This individual can serve as your engineering moderator, allowing the engineer members of the team to fully participate in all team discussions. The engineer will be able to

photo courtesy Connie Lovelady



▲ Sleater-Kinney bicycle tunnel, Lacey.

identify project needs, such as the level of access depending on the function of the roadway, which should be determined early. Addressing issues such as this early in a project will help to avoid long and costly delays later on. And your engineer will help the team identify these important project elements.

- (2) **An Architect or Landscape Architect.** If the project has any association with quality of life characteristics in the community, it is important to engage the services of an architect, even if you only use that professional for a few meetings. Depending on the project needs, this individual may be from the project team, or a third party who can act as a visioning moderator, allowing architects on your team to fully participate, rather than facilitate, the team discussions. It can also be helpful to engage the services of someone who has “been there before” and understands the concepts of community partnership, or CSD. These professionals can often suggest innovations that the group may not think up on its own. Especially at this early stage, the energy and experiences of an outside design professional can help set the broader framework for project success.

- (3) **A Community Planner.** Community planners bring the experience of translating comprehensive plan policies to project goals and objectives. They are tuned in to communities’ land use and economic needs, and can translate community expectations to criteria for project development. Planners are helpful in creating both short and long-term visions for the team. They can also serve as guides to address compatibility issues of the new facility. If the project is along a state route, the type and level of access must be determined early in the proposals life. Your planner can help identify the local political issues that may come up related to hot issues such as access management or control. Again, the planner may be either a team member or an outside expert.

- (4) **An Economic Development Advisor.** As you start exploring the details of your project you are likely to find out that there will be economic development impacts associated with your plans. An expert in economic development, especially as it relates to transportation corridors and “Main Street” interactions, can be a useful addition to your team for this kind of discussion and planning.

- (5) **A Professional Facilitator.** You may eventually decide that you don’t need a facilitator for every meeting, and that’s fine. For these three early ones, however, the investment in a neutral, outside professional will be well worth it. It will be this person’s task to make sure that everyone at the table is participating fully and that all perspectives are being heard and respected on an equal footing. This individual can also probe and facilitate the group through any areas of dissension and will be instrumental in helping the group understand the project issues, goals, and next steps in the process.



Key Concept

Strong Project Advocacy

Meeting One *Laying It All Out on the Table*

The first team meeting should have a broad agenda—this is a chance for everyone to lay out all visions, goals, issues, concerns, and priorities. Then it’s up to the team to work through these over the long term to ultimately make the project successful.

Questions to Ask:

1. What does this project need to do for us?
2. What will stand in our way?
3. What can we learn from the past?

At this first meeting, the team will also create the big picture of how their project will be developed, from the planning phase to the construction phase. For joint projects, this partnership begins as early as possible and continues through construction.

A chart of the partnership project flow is presented in *Figure 3*. Notice that very important decisions are accomplished and documented during the planning phase. The identification of “Level-of-Service criteria” and “critical design issues” goes hand-in-hand with the documentation of project objectives and project definition.

Question One: What does this project need to do for us?

If you’ve assembled the right team, the answers are likely to range across the board, from goals of mobility to safety, economic vitality, bike facilities, transit needs, railroad crossings, and aesthetics. Think big at this point and remember that there are no wrong answers. Members of the entire project team should feel free to articulate their goals and visions for the project.

Remember that all projects exist within an overall planning framework. Understanding that is key to defining the purpose of the project and outlining the goals you need to accomplish. State law

requires all projects developed by both state and local government to be consistent with locally adopted comprehensive plans. These plans then will help to set the project into the context of its location. This context will not only help to define the project, but also to constrain the range of alternatives. As you can see, any solution developed then must fit into the overall transportation network, the overall land development strategy

Hearing each other’s perspectives at this first meeting will help you create a framework for “thinking outside the box” as you move ahead.



photo Brian Hunter

▲ These sidewalk enhancements were part of downtown Kennewick’s Revitalization Plan.

and needs to be compatible with the surrounding community. Comprehensive plans serve as a starting point for defining these elements.

Question Two: What will stand in our way?

It's good to anticipate all possible hurdles as early as possible in the process. By identifying them up front, you can build time into the project to work through and deal with difficult issues. Here are some of the concerns that are typical to a number of projects:

- ▶ **Funding:** where will it come from, how will it ultimately be obtained and coordinated, who will determine constraints on how various funding sources can be spent?
- ▶ **Permitting:** what laws or regulations will apply to the project, what permits are necessary, and what organizations will need to review and grant those permits? This will not only identify requirements that will guide the project but it will also identify procedural requirements that will govern the process. Understanding the permitting needs will also identify who needs to be at the table. Involving or notifying permitting agencies early in the process can help build relationships that will be very valuable in project permitting.
- ▶ **WSDOT review:** what will it entail, how will it be scheduled, and how will that schedule be adhered to? Who has final say so on comments?
- ▶ **Consultant response and recommendation:** How will any project consultants respond to comments by FHWA, WSDOT, or local agencies in ongoing work activities. How will disagreements be handled? How will changes be incorporated into plans? How will communication with consultants occur?
- ▶ **Local review and approval:** How can the team be assured that each jurisdiction will respond with one voice? Could a higher political body overrule a team decision? What can the team do to avoid these kinds of surprises?
- ▶ **Document quality:** what are the expectations for the quality of submittals, and does everyone understand them?

- ▶ **Conflicting goals:** Can we possibly incorporate all of the goals, values, and visions that have been stated for this project? How will local access needs be addressed?

Again, work at this first meeting to make your barrier list as comprehensive as possible. The earlier you define these concerns, the better able you will be to deal with them as they come up on the project. Later on you will be refining this list and developing a schedule to effectively handle the barriers you have identified.

Question Three: What can we learn from the past?

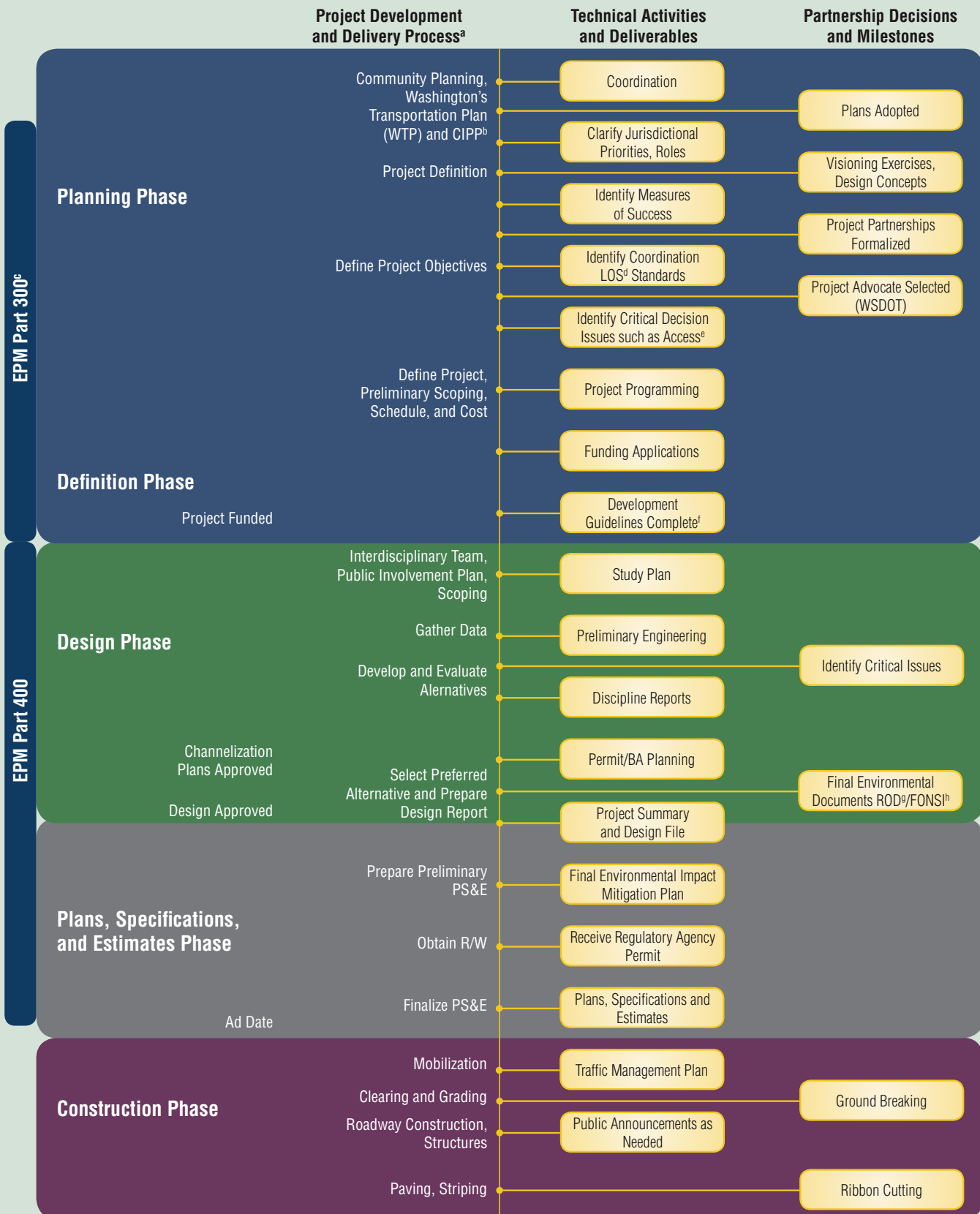
Chances are this is not the first time your community or agency has engaged in a project with WSDOT and/or other partners. Whether it was a positive or a negative experience, it is important to take the time to learn from your history.

- ▶ What has gone well between the partnering agencies, and what hasn't worked so well?
- ▶ What successes do you hope to replicate, and what failures do you want to avoid?

Take the time to clear the air—or remind yourselves of past successful efforts—at this first meeting. Again, by identifying these issues up front you can then develop a plan of action for addressing and working through them as you proceed with your project.

At the end of this first meeting, ask the facilitator to take all of the shared information and create a schedule and plan for the group's interactions together. Obviously you will not deal with all of the issues you have outlined right away; a good facilitator can lay out a schedule, however, that will enable you to address these issues as appropriate throughout your project.

Figure 7. Project Flow Chart



^aWSDOT Managing Project Delivery Process initiated.

^bCapital Improvement Preservation Program.

^cEnvironmental Procedures Manual (M 31-11).

^dLevel of Service

^eAccess Issues

^fShould include Environmental Review Summary and Draft and Final Project Definition at this phase.

^gRecord of Decision

^hFinding of No Significant Impact



photo Susan Kempf,
CTED Mainstreet Program Manager

▲ *Downtown Chelan. Shown above are examples of transportation features that enhance downtowns: adequate customer parking, pedestrian-oriented lighting, visual appeal, and bicycle racks. Note: This is a local city street. Not all elements seen here would be appropriate on some state highways. Consult your WSDOT region traffic engineer.*



The goal of this meeting is to better define project goals and vision. If appropriate, this is a good time to feature the expert panel you have convened earlier. You should leave the meeting with a solid draft of a project description that clearly details what you are trying to achieve.

Questions to Ask	
1.	Competing or complementary goals?
2.	Satisfied with project description and next steps?
3.	Key elements of team operating agreement?

Question One: Do we have competing or complementary goals?

Between the first and second meetings, the engineer and architect should have spent some time discussing the goals and visions you outlined during your brainstorming session. While they will not come back to you with “answers,” they should be able to return with a sense of how your goals might compete with or complement each another.

Ask your expert panel to come to this meeting with a draft project definition for your team, indicating where they believe the goals or visions may not work together and where they can be successfully accommodated. This draft project definition should then be reviewed and revised by the team at this meeting. This is where experience and innovation will be particularly helpful. In the past, communities and WSDOT have often believed that designs tended towards reduced liability rather than increased livability. And, for some projects it may be that the two have not been compatible. However, a number of successful projects throughout Washington are tributes to the notion that often compromise can be reached. These two goals, and others like them, don’t necessarily have to be mutually exclusive.

Question Two: Are we satisfied with our project description, and what are our next steps?

As a team, you may be able to reach consensus on your project description at this meeting. Or, you may need more time to work through it together. Whatever the case, this is the time to determine your next steps and schedule: whether you devote more meetings to a project description or proceed with the actual project work itself.



Question Three: What are the key elements of our team operating agreement?

One of the most important tasks in these early meetings is to sign off on a team agreement that clearly defines your expectations for each other, your operating parameters, and the ways in which you will define success at the end of the project. A sample of a team agreement is provided in *Figure 8*. This is a crucial document, because you will use it to periodically evaluate your work together throughout the course of the project. It requires considerable thought. You are creating a truly meaningful agreement that will keep you on track as a group and promote accountability in your performance with each other.

- ✓ **Who's in charge?** While all members of the team need to be strong advocates for the project, a single individual should be designated as the team leader. For community-initiated projects, this may be a consultant. It is that individual's job to schedule meetings, keep the project on track, secure funding sources, and shepherd the project through the WSDOT/FHWA review and approval process. Make sure to clearly identify who has accountability for these tasks.
- ✓ **What are your operating parameters?** These are just a few examples of the parameters you will want to establish at the outset.
 - ▶ How often will you meet, where, and when?
 - ▶ Will a project team member run the meetings or will you use a facilitator?
 - ▶ How will you make decisions together—through full consensus, modified consensus, voting?
 - ▶ Which decisions will be based on team consensus versus others that will involve collaborative problem-solving but will ultimately be the decision of a particular agency?
 - ▶ If a project team member cannot attend a meeting, are substitutes allowed?

- ▶ What options or resources are available to members with dissenting opinions?

- ✓ **How will you hold yourselves accountable?** Team frustration often brews when members do not follow through on their commitments to each other. The team member with authority to move the project through a review process, for example, needs to clearly identify to the other members which documents are required for review, what the expectations are for document content and format, how long the review will take, and what it will include. How will the local agency or consultant respond to the review? Members who are reporting to local political bodies should make it clear when and how approvals will occur. If the schedule is going to be delayed for some reason, then that delay also needs to be clearly communicated to the team. These are just a few examples of how you might hold yourselves accountable to the full team. Take the time as a group to list all of the ways in which you want each other to perform in terms of communication, scheduling, and project deliverables.
- ✓ **How will you define project success?** Two, three, or ten years down the road—what will a “successful” project look like? You can use your project description to get a start on this, but make sure you expand, if necessary, to include all of your ideas on how the project will ultimately function and be successful—for FHWA, WSDOT, and the local community. This will be the yardstick you will use later on to measure your work together.
- ✓ **How will you define process success?** Projects may ultimately be built but leave behind a team that has not functioned well together, along with a trail of frustration, bad feelings, and jurisdictional divides. Detail, as a team, how you will measure the success of your teamwork at regular intervals throughout the process. As you move through the project you will use this tool to periodically evaluate how you are doing and adjust where necessary to improve your work together.

Figure 8: Sample Team Agreement

Team Agreement

On _____, the _____ project team agreed to the following:
(date) (name of project)

We are working together to design and ultimately build the _____ project.
(name of project)

Our project definition, including the way in which we will measure this project's successfulness, is attached to this agreement.

Our Team's Process

_____ has agreed to be our team leader for the duration of the project.
(name of team leader)

In this role, _____ will perform the following tasks:

- Schedule and notify the team of all meetings.
- Oversee the project schedule and hold team members accountable for their completion of key tasks.
- Ensure that funding sources can be obtained.
- Act as a champion for the project within WSDOT, with the local community, and other funding authorities.
- Ensure that the project team has the outside resources to complete the project on time and within budget.

As a team, we have agreed to the following operating parameters:

- We will meet every (week/month/quarter) throughout the duration of the project.
- We will reach decisions through the following mechanisms (specify voting, consensus, or modified full consensus).
- We will be accountable to each other by performing all tasks accurately and on time, realizing that other team members are depending on our performance in order to make the project successful. We agree that we will develop project elements based on the standards and policy the team has identified.
- We will communicate openly about all aspects of the project, understanding where we have disagreements and working to find mutually-acceptable solutions to those agreements. We agree to act as a team in a spirit of collaboration and with active and open listening.
- We will provide for both timely and accurate submittals and reviews of all work associated with the project in order to ensure that the project can move forward in a reasonable and cost-effective timeframe. When we cannot meet a submittal or review schedule, we will notify other team members of the delay and of the reasons for that delay. We will mutually decide what schedule changes are necessary.
- We will document all decisions and milestones reached on the project, so that if and when those decisions are reviewed by other divisions of the involved agencies, there is consistency in terms of the communications related to the project.

Our Project

We agree to the following related to our project's planning, design, and construction requirements:

- We will not deem the project "successful" until we have met all of the goals and objectives outlined in our project description.
- We will seek to actively engage the public throughout the project, so that we are aware of and incorporate community values, goals, and priorities. We will also clearly communicate how public feedback has influenced project decisions.
- We will work collaboratively to ensure that the project is designed and constructed within the specified budget and timeframe.

Project Description

The Problem We Are Trying to Solve

The City of Ecotopia, population 30,000, sits on the edge of Puget Sound. State Route 775 crosses through the city and connects with a Washington State Ferry Terminal. The terminal is a busy one, with 40 boat crossings per day.

The state highway effectively divides the city in two, as it traverses directly through the heart of the downtown area. It isolates the major downtown core from the city's waterfront area. There is no pedestrian access linking the downtown with the waterfront area, which includes a marina, shops, a promenade, and several art galleries. Compounding the problem is a Burlington Northern rail line, which also serves as a formidable barrier between the downtown and the waterfront area. There are no pedestrian crossings that allow for passage across the tracks; bicyclists and pedestrians need to wait at the train signal and then cross the tracks along with vehicular traffic.

The state highway and ferry terminal waiting area are inadequate to meet WSDOT's needs. During summer months the entire vehicular holding area quickly becomes filled, resulting in long lines of traffic backed up and parked on the state highway. In addition to safety concerns, this situation has resulted in a substantial increase in air pollution throughout the surrounding neighborhoods.

In its comprehensive planning process, the City of Ecotopia set as its visioning goal the notion of being a "destination city" noted for its art galleries and waterfront. An improved link to the downtown area is crucial to this vision and to the overall economic vitality of the city. Ecotopia residents are also pressing for this link, as it would improve their overall quality of life in the city.

WSDOT also needs to improve the situation as the current holding area and resulting traffic backups are both intolerable and unsafe for motorists. The agency has a cost estimate in its Highway System Plan for anticipated improvements, but it's clear that further study is needed.

Alternatives Under Consideration

The project team is considering several possible alternatives to solve this problem:

- 1. Move the highway corridor.** This would also require that the ferry terminal be relocated. While this is an expensive alternative, it would enable WSDOT to construct the necessary highway and holding area improvements that would allow the corridor and the ferry terminal to function effectively. This would also free up the existing corridor for the bike and pedestrian improvements that could more effectively link the downtown core area with the city's waterfront.
- 2. Rehabilitate the existing highway and holding area.** This is a lower-cost alternative. It would require that the holding area be expanded significantly and that a system of pedestrian overpasses be constructed to link the area with downtown, provide safe passage to the waterfront, and create the downtown-waterfront link that is vital for the city's long-term economic success.
- 3. Make a series of local improvements.** The City of Ecotopia could modify operational characteristics or close some existing roadways and construct other improvements that could also work to alleviate congestion in the area.

How Project Success Will Be Defined

The Ecotopia terminal-corridor alignment project will only be deemed successful if the following project goals are achieved:

- Provide sufficient capacity for the ferry terminal and state highway, so that vehicular growth can be accommodated through 2050.
- Provide for the safety of motorists who are both traveling to and waiting at the ferry terminal including appropriate lane designations, crossing aids, and services.
- Decrease current levels of carbon monoxide to levels that are safe for the health and well-being of Ecotopia's residents.
- Provide for an effective, economically-viable link between the downtown core and the city's waterfront including safe pedestrian and bicycle access across the highway corridor and the railroad tracks, pleasing landscaping that effectively draws the visitor between both of these areas, and signage and other aids that enable the visitor to readily navigate between both areas of the city.

These evaluation elements should be assembled into the team agreement (*Figure 8*), and your team should evaluate itself according to this document every six months. The purpose of this six-month evaluation is to determine, together, how well your team is working and to make any necessary adjustments to improve the work of the team. At the end of the project, another evaluation should occur: this is the time at which you will measure your overall success as a working team, as well as the overall success of the project.

photo Janice Flagan, Skagit County Public Works



▲ The Rainbow Bridge, in Skagit County, was painted a bright red-orange color to meet the wishes of the local community. In addition to federal bridge (BRAC) funds, the project also received BIA (Bureau of Indian Affairs) matching funds as a result of its connection to the north with the Swinomish Tribal Reservation. The orange colored bridge is a tourist attraction and has been incorporated into the Skagit County logo. The bridge is referred to locally as the Rainbow Bridge. This is due to the unique combination of its arch shape, bright orange color, and surrounding colors of the landscape.

Meeting One *Laying It All Out on the Table*

Meeting Two *Refining Your Project Vision*

Meeting Three *Signing Off on the Nitty Gritty*

Between meetings two and three, ask the facilitator or project lead to draft your team agreement and get it out to everyone for review. At this third meeting, the agreement should be in its final form and ready to be signed by all of the project team members. Everyone on the team should be present to sign the document together and to be serious about what you are signing. This not only helps affirm team members' commitment to the success of the project, but in case of staff or political leadership turnover helps subsequent team members or decision makers understand what has already been agreed to.

At this third meeting, you should also prepare the project decision guidelines. Or, if you are not there yet, you need to schedule the time necessary to prepare guidelines that are acceptable to the full team. These guidelines will accompany all review and approval documents throughout the design and environmental documentation process. A copy of the project development Guidelines is provided in *Figure 10*. It is also very beneficial to attach the accepted design concepts prepared by the project architect in meeting two.

The purpose of the project decision guidelines is two-fold. First, they help to initiate the difficult decisions the project team must make so that the design meets the project objectives. Second, they will be used to provide the big picture, the project purpose, and overall guidance to project reviewers who may not be familiar with all the complexities of your project. Ultimately, you want to minimize the redesign cycles that delay projects. By attaching these guidelines to your project documents, you help to ensure that deci-

Community Partnership Projects Project Decision Guidelines

Project Name: _____ Job Number: _____
Project Lead (Name, Agency): _____ Phone: _____
(Title, Department): _____ E-mail: _____
WSDOT Project Lead: _____ Phone: _____
(Title, Department): _____ E-mail: _____

I. Project Background

Briefly describe how this project was initiated and the general scope of the project.

II. Funding Partners

Identify funding partners, source, amount, and any time constraints related to grant expenditures.

1. Partner: _____ Funding Source: _____ Time: _____ Amount: _____
2. Partner: _____ Funding Source: _____ Time: _____ Amount: _____
3. Partner: _____ Funding Source: _____ Time: _____ Amount: _____
4. Partner: _____ Funding Source: _____ Time: _____ Amount: _____
Unfunded Amount: _____
Total: _____

III. Measures of Success

Identify primary project objectives, as developed by the project partners, and identify the measures of success. Examples are: crash reduction, congestion relief, transit travel time improvements, environmental enhancements, and community development.

IV. Critical Design Issues

Identify design requirements and access issues for each roadway segment WSDOT has jurisdictional control over for all projects, including considerations for deviations. Describe the intent of design selections.

Attach design concepts prepared by the project team's architect or team members.

V. Level of Service

Identify Level of Service Standards for each roadway segment with jurisdictional control. Describe non-motorized and transit needs. For example: walking distances, school bus stops, and transit speed and reliability.

VI. Project Development Process

Identify project development process

VII. Project Review

Describe major project constraints or challenges that a reviewer should recognize during the review of project elements.

Attach these Project Development Guidelines to the top of the project file, so that it is clearly visible to all offices reviewing your documents.

sions won't be second-guessed by others in the approval process. The guidelines will also assist in making certain that decisions can stick even as staff members change and political winds shift.

**Pay attention to who
is on your team and
commit yourself to being
accountable to them.
Chances are you are going to
be working together
for quite a while.**

Your project description may be ready to go, and in that case you should spend the time at this meeting detailing your next steps, project schedule, key milestones, and assigned duties to meet those milestones.

It's true that these early meetings will take some time and money, and you may be skeptical that they are really worth the investment. They are vitally important, however, in establishing a framework for a strong project team. If you've done these meetings right, you truly will have set the stage for your team's success on the project and will help prevent design "re-do's" down the road which can be costly.



▲ Downtown Walla Walla.

Need more help?

WSDOT has a training program called Managing Project Delivery that is an excellent tool for establishing and maintaining strong communication on your project team. For more information, contact: Project Development Training at 360.705.7261 or on-line at www.wsdot.wa.gov/eesc/design/destrng/newdestrng.htm.

An excellent resource to evaluate the effects of a transportation action on a community and its quality of life is the *Community Impact Assessment, a Quick Reference for Transportation Professionals*, Federal Highway Administration publication number FHWA-PD-96-036 or view it on-line at WSDOT's Community Resource Center: www.wsdot.wa.gov/TA/PAandI/CommPart/

Engage the Public in Your Project

Transportation projects with any kind of visibility or community impact are likely to capture the attention of a broad range of interested citizens. Whether they are a business association or coalition, community clubs, environmental activists, tribal members, trucking coalitions, railroad operators, or bicycle advocacy organizations—your transportation project may have impacts and benefits that serve as an impetus for their involvement in your effort. These entities can make or break your projects if not actively engaged.

As a project team, you need to anticipate this interest and develop a solid plan for engaging the public in your project. It is important to reach out to the underserved segments of the population. Example may include transit riders, minorities, pupil transportation coordinators, or low-income community members. Early, frequent, and effective public involvement will allow your team to:

- **Meet the commitments of adopted comprehensive plans.** The key here is for local, regional, or even state agencies to meet short and long-term planning goals. These may include 6–30-year transportation plans, neighborhood and local comprehensive plans, state growth management scenic corridor plans, and maybe even environmental

goals. Consistency with and respect for these goals will build trust with the public.

- ▶ **Enable both WSDOT and local agencies to build stronger links with key public groups.** You're likely to be involved in long-term relationships with these groups, not only for this project but also for others in the future. There are a number of good reasons to be in touch with and responsive to as many interest groups as possible.
- ▶ **Work for no surprises.** You want to know what the issues are and how you can resolve them as early as possible in the process. An effective public involvement program will give you clear, early indication of how the project will ultimately be accepted and embraced by the public over the long-term.
- ▶ **Make for a better project.** Local communities have a lot to offer—ideas, values, creativity, and strategies for success. The public, local elected officials, and local agency staff will quickly disclose project constraints and opportunities. Listen. They can help you.

Of course, the extent and duration of your public involvement plan will depend on the size, complexity, and visibility of your project, but whatever the extent of your effort, you want to clearly understand how and when the public will be involved, and how they will ultimately influence the final project outcome.

To create your public involvement plan, your team should determine the following:

- **Goals for the public involvement effort.** What, specifically, do you hope to achieve with your public involvement effort? Provide information? Incorporate community values? Design to meet the needs of a specific user group? It's important to be clear about these.
- **Key stakeholders and customers.** Who is most likely to be engaged with you on this project, and what are their interests and motivations?
- **Level of influence. This is crucial.** You need to know from the beginning how the public will influence your planning and design for the project. Where are you open to public feedback, and what is not open for public feedback?

Are you designing, for example, to meet the needs of a specific community or user group? Then you probably want them to have the ultimate say-so in the project's design. Is public input important, but information needs to be balanced among a number of other interests and needs? Then create a process that makes it clear you are interested in comments, but that it is only one of a number of considerations. In other words, be honest up front on how much of the project will be driven by public feedback, where the ultimate decisions will be made, and which factors will contribute to those decisions.

How you deliver your messages is also important. While you want to be honest, you also want to communicate in a way that assures the community you are committed to a long-term, productive relationship with them. Just as you are creating partnerships on your project team, you want to be creating positive partnerships with the area's residents and businesses, as well.

Public Involvement Strategies. How are you going to inform and involve the public in your project? What are the specific tools and techniques you will be using?



Key Milestones and a Timeline for Action. Most projects lend themselves to key milestones, and it can be helpful to build your public involvement plan around them.

Common milestones are:

- Early planning and vision
- Discussion and narrowing of alternatives
- Final design and possible environmental analysis
- Communications during construction

Methods for Documentation. You want to make sure you have a solid plan for documenting what the public has told you and how you have used that feedback in the project. This track record of your listening, responsiveness, and use of comments is always an important tool for maintaining public support throughout the project.

What Strategies Should You Use?

- Printed materials
- Websites
- Workshops and public meetings
- Design charrettes
- Presentations to organized groups

Printed Materials. Virtually all projects benefit from fact sheets, newsletters, brochures, or other printed materials that both provide information and allow opportunities for feedback. These materials help to ensure that your overall schedule, goals, and other project information are in a handy reference spot.

Websites. These have grown more important over time. They allow for quick, easy access, and if you design them correctly they also provide the opportunity for people to comment via e-mail on your project.

Workshops and Public Meetings. These are likely to be the core of your public involvement effort. No matter how efficient we get in terms of electronic communication, face-to-face opportunities for the public to meet with the agency and

consulting team are invaluable for overall project success. Workshops in an open house format, for example, allow people to have the opportunity to talk about various aspects of the project in an informal setting, ask in-depth questions, and get to know the project staff. These are particularly effective at key milestones, when you have some information to share but want public feedback before proceeding to the next steps.

Design Charrettes. These are a fun and innovative way to engage the public, especially in projects where there is a significant landscape, streetscape, or other interesting design element. Design charrettes are public workshops that include community members, design professionals, and other project staff. Charrettes can take place in a single session or be spread out among two or three workshops. The goal of the charrette process is to capture the vision, values, and ideas of the community—with designers sketching to create alternatives and ideas as fast as they can be generated by the participants. Design charrettes are a good way to build positive enthusiasm and energy for your project and, at the same time, be responsive to the creativity of the community.

Presentations to Organized Groups. It's vitally important to "go where they are" when you have a project of any significance. Take time to attend a meeting of the Chamber of Commerce, Rotary Clubs, and neighborhood associations. Make the effort to go where people are already gathered, rather than making them come to you for their information. You will be viewed as being responsive and accessible, and you are also likely to get valuable information.

Should you have a citizens' committee? Some projects, especially those that involve a myriad of goals and priorities, can truly benefit from a citizen advisory committee or a project task force. For example, if you are redesigning a downtown core you will probably want focused feedback from business owners, bicycle advocates, and economic vitality interests. This can be a valuable group to use for feedback at major milestones. Just as you have with the overall public involvement program, however, you need to be clear on the role of this group, their level

photo Rita Robinson, DCTED



▲ By Boat or Train or Time Machine. Example of artwork incorporated into Wenatchee Multi-Modal Center.

of influence, operating ground rules, and specific tasks.

Implementation of the Public Involvement Plan

Once your plan is in place you can put it into action. The project team should act in an oversight role in how the plan is carried out. Likewise, it is important for team members to be accessible and visible to the local community. A team partnership—public agencies working together responsibly for the good of their constituencies—is a concept that is strongly supported by the general public, and it can be a positive and powerful message to support your project overall.

Need more help?

There are a number of resources available to assist with community visioning efforts. For more information, contact WSDOT's Community Economic Partnership Office at 360.705.7505 or visit them on-line at: www.wsdot.wa.gov/TA/PAandI/CommPart/

The *Consensus Building Handbook* is a comprehensive compilation of principles and strategies for effective public involvement. Edited by Lawrence Susskind, SAGE publications, 1999.

The **Transportation Research Board's Committee on Public Involvement in Transportation** maintains an excellent website filled with ideas and techniques in use by practitioners, in all phases of transportation projects, and of new and innovative ways to engage the public in decision making. This website provides the transportation professional with tools to move away from the "decide, announce, defend" approach to collaborative and consensus-based approaches.

www.ch2m.com/TRB_PI/default.asp

The **FHWA's Innovations in Public Involvement for Transportation**, number FHWA-PD-94-021, is available by calling 800 760-NBPC, or 202 463-8405. This set of nine leaflets contains a series of practical techniques of public involvement. Each technique is explained, including its advantages and drawbacks, potential applications and special uses, utility to agencies and citizens, and resource requirements.

The **Institute of Cultural Affairs** in Seattle also offers training in group facilitation and public involvement. To access their website, go to: www.ica-usa.org



Key Concept
Remember: Time is Money

CHAPTER THREE

Working through Design, Review, and Approval

The most difficult part of many joint projects is often the design process. Local jurisdictions are frequently focused on the project elements that fundamentally contribute to a sense of place and overall livability in their communities. WSDOT, on the other hand, may be focused on the setting of appropriate traffic speeds to accommodate traffic flow, as well as maximum vehicle and passenger safety levels. Sometimes it is difficult to compromise in these areas and design a project that can accommodate multiple needs.

With effective teamwork and a true commitment to accountability, however, it can be done.

If you've been using the recommended practices in this *Guidebook*, then collaboration has already been initiated through the development of a joint project team and a unified vision for the project. It is during project design that the need for compromise is most apparent.

All of the project's stakeholders need to be ready to LISTEN to each other's concerns and to ACCOMMODATE, wherever possible, those concerns and priorities.

There are many types of joint partnership projects.

Each type of project will have its own complexities due to the type of facility, agency partnerships, and funding sources. The **Project Type Table** in Chapter 7 presents the array of project partnership types, ranging from interstate to rural state highway projects. For each project there will be a specific path to follow for design and environmental documentation and approvals. The matrix also indicates briefly the process for each project type, but this process may have



photo Tina Cohen, DCTED

“Well-intentioned individuals without the skills or training to conduct effective public involvement will doom the effort and increase public frustration.”

— Ted Matley,
Effective Public Involvement in Transportation

a number of variations and should be clearly outlined in the beginning of the project.

The WSDOT *Design Manual* has traditionally and necessarily been written to provide maximum safety and mobility on major freeways and national highways. Although the standards in this *Manual* were initially focused on safety and mobility issues, it is undergoing an evolution process. WSDOT is expanding the *Manual* to better address community and urban arterial type

Table 2. Trade-Offs for Consideration

Slower speeds – using traffic calming techniques to reduce severity of collisions.	Less efficient movement of traffic/increased congestion/increased variability in vehicles speed.
Lower speed limits – to encourage motorists to stop and shop; allow people to safely cross streets.	Fewer speed limits that reflect current operating speeds. Reduced enforceability and compliance.
Bulb-outs at intersections – to make pedestrians more visible to motorists and delineate parking; raised medians to reduce collision points, manage access and provide refuge for crossing pedestrians	Less consistent facility; less consistency with design requirements; more obstructions on highways; increased liability; increased maintenance work; less efficient freight movement.
Roundabouts – to reduce delay, improve capacity and reduce maintenance cost.	Inconsistent facilities; safety and mobility may be compromised; reduced emergency service speed; reduced service to pedestrians and bicyclists.
Landscaping and aesthetic improvements – to visually enhance community.	Increased maintenance costs and worker exposure to traffic; reduced safety to motorists; less visibility of pedestrians.
Roadside trees – to absorb storm water runoff; add shading and visual value to community.	Reduced safety clear zone (speed dependent) or protection; increased severity of accidents. Increased environmental related accidents.
More crosswalks – to indicate pedestrian crossing areas to motorists and channelize pedestrians.	Increased pedestrian “false sense of security.”

needs. The *Design Manual* provides guidance for all state highways, but WSDOT does allow alternate designs. These deviations from standards are acceptable if an analysis of accident history or potential, usage, function, benefit/cost, and other engineering evaluation supports the proposal.

An assortment of tools is available that has been developed in collaboration with the Association of General Contractors (AGC) and the American Public Works Association (APWA) to provide the best method of building a project such as the *Plans Preparation Manual*, *Standard Specifications* and the *Standard Plans Manual*. Contact

your local programs engineer for more information.

New guidelines are just one piece of the puzzle. Collaborative design to achieve the multiple objectives of safety, mobility, environmental protection, and livability requires a different mindset on the part of all project team members. If you find yourself on a project team that is managing a project with these kinds of multiple objectives you need to be prepared to:

► **Think outside of your accustomed area of expertise.** If you are primarily concerned with engineering factors and functionality, you need to appreciate the benefits of a broader design context.

If you are a designer, you need to willingly and openly use the flexibility necessary to achieve a balanced outcome of technical functionality, environment, and aesthetics. And if you are primarily concerned with planning, landscape architecture, or the environment you need to respect the legitimate constraints

“Getting the right people to the table can be tough, but getting them to stay can be tougher.”

— Ted Matley,
Effective Public Involvement in Transportation

of safety, mobility, and legal liability issues of the design engineers on your team.

- **Participate in an open, iterative process.** Joint projects don't often proceed along clean, linear lines. Designs may need to change based on the emerging interests of the community, as well as changing national and state policies. New information, opportunities, and constraints may dictate a different set of project parameters. Political realities may cloud the best of design intentions. In other words, joint projects can be complicated. It's important that you enter into one of these projects understanding that **you will need patience, the ability to actively and openly listen, and the ability to change gears if needed.**

Strategies for Success

In addition to these broad guidelines, there are a number of specific techniques your team can use to negotiate successfully through the design and approval process.

- **Articulate broad interests and use the full team to help you get there.** WSDOT can be a better partner to local communities if the conversation begins with: "This is what we want to achieve" rather than "this is what we want to do." A conversation that begins with "we want to plant street trees" is not likely to be as productive as "we want to achieve traffic calming and a greener environment in our downtown core." A WSDOT example might be: "we want to achieve traffic flow that will improve driver safety." Starting with the broadest possible visions (which you developed during your early team meetings) can be helpful in using all of your team members to contribute ideas for achieving a unified vision.
- **Pull apart difficult problems and deal with them individually.** Given the complexity of joint projects, differences of opinion on a myriad of design issues can often seem overwhelming. Remember that as a team you anticipated possible barriers and hurdles right at the outset of the project, so when obstacles do come up they should not be a total surprise. On the other hand, it can be extremely difficult to ac-

Strategies for Success

Articulate
Broad Interests

Pull Apart
Difficult
Problems

Be Willing
to Negotiate

Achieve High
Document
Quality

Commit to
Prompt Review
and Response

tually achieve design solutions that meet the needs of all parties. Rather than deal with all of your differences in one big bundle, it's important to separate them into manageable design segments, pull them apart, and work through them one by one. If necessary, bring back the experts who assisted with the early project discussions. These individuals might provide just enough outside neutral perspective to help you untie the knot in your design disagreement.

- **Be willing to negotiate trade-offs.** The most difficult role to play on the project team, if the



photo Janice Flagan,
Skagit County Public Works

▲ A steel-backed timber guardrail.

photo Bill Samblis



▲ The Larry Scott Memorial trail along SR 20 in Jefferson County is one example of a partnership project.

project is on a state facility, is undoubtedly the WSDOT Region or Headquarters engineer who must ultimately work through and approve the project's design. On the one hand, there is a need to respect the role of design requirements in the development of a project. On the other hand, there is a need to balance application of these requirements with other project elements which may necessitate deviations from the *Design Manual*. It is not an easy task.

As more experience is gained in community partnership projects, it has become clear that design engineers on these projects have found the need to operate with more flexibility than they have in the past. They also need to be able to use their best professional judgment to weigh the trade-offs inherent in urban planning and design. Where possible, design engineers need to apply a "reasonableness" standard that ensures safety and mobility and, at the same time, accomplishes the goals of the local community.

The ability to walk this fine line comes only through experience, education, and changing organizational cultures at both WSDOT and other vested partners. If you are new to this kind of work, take the time to acquire information about projects where these trade-offs have been necessary and learn from your peers who have successfully negotiated through these kinds of projects. You can get a start on this by reading the case studies that are included in this *Guidebook* in Chapter Six.

Finally, as project team members—and the primary project advocates—you need to ask yourselves (or self) if you are operating within the strict bounds of your culture, limiting yourselves (or self) to "going by the book" rather than "thinking outside of the box" and being open to changes, new ideas, and creative partnerships. Cultural change has to be supported by each organization involved, but it also happens one person and one project at a time.

► **Make certain you are achieving the document quality necessary for successful review.** Team members need to work together closely to ensure that the expectations for document quality are clearly communicated. Training programs on document expectations for various functions are offered by WSDOT. These expectations are clearly articulated in various documents including the *Environmental Procedures Manual*, which is updated and published by WSDOT on an annual basis.

An excellent tool is a filled out example of an Environmental Classification Summary (ECS), which was developed by FHWA and WSDOT for local agencies. The full form is on page 71 in Chapter 7: Tools and Resources. **Providing quality documentation the first time prevents having to redo or resubmit documents.** This example is intended to illustrate appropriate information for compliance with the various state and federal environmental regulations.

This example ECS is for a fictitious project, with responses illustrating the worst case scenario in most instances. More or less detail may be required for a specific project, depending on the nature of the work and location. Individual WSDOT Regions have also developed a variety of checklists and review tools to assist with project documentation. Work closely with the Local Programs Engineer and project engineer to use all of the available aids to prepare thorough and high-quality documentation and designs. WSDOT staff will assist other agency staff to identify the required review forms and checklists.

Figure 11. Example of a Completed Environmental Classification Summary Form

Washington State Department of Transportation

Local Agency Environmental Classification Summary

Part 1: Project Description

Project No./Project Number: STP-0001 (000) Route: 101 Date Created: 6/15/2001 Local Agency Project Number: 101-001

Agency: Pierce County Project Title: 101-001

Project Title: Kingfisher Road Improvements

Length: 0.34 Mile Width: 2.07 Miles Turnage: 70%

AP: 404 MP: 404

County: Pierce State Resource Inventory Area (SRPA) No. & Name: 101-001

Project Description: The proposed project will improve a 1.75 mile section of Kingfisher Road on the South Peninsula. Proposed activities include shoulder widening, resurfacing, relocation of a portion of the roadway and the addition of sidewalks on the west side of the roadway. Proposed activities also include the creation of a stormwater treatment facility at both ends of the project and creation of a 1.75 mile section.

Part 2: Environmental Classification

NEPA

☒ Class 1 - Environmental Impact Statement (EIS)

☐ Class 2 - Categorical Exclusion (CE)

☐ Class 3 - Type III (CE) (15 CFR 15.11)

☒ Project Requiring Documentation (Class 1 or 2)

☐ Class 4 - Environmental Assessment (EA)

SEPA

☐ Categorically exempt per WAC 165-17-020

☐ Type III (CE) (Class 3)

☒ Determination of Non-Significance (DNS)

☐ Environmental Impact Statement (EIS)

☐ Adoption

☐ Amendment

☐ Supplemental

NEPA Approval Signatures

Local Agency Approving Authority: _____ Date: _____

Regional Local Programs Engineer / Assistant Secretary: _____ Date: _____

Federal Highway Administration: _____ Date: _____

Completed by (Print Official's Name): Brian Rosenbush Telephone (include area code): (206) 765-6875 Fax (include area code): (206) 765-4400

DOT Form 100-0001 (Revised 10/01) Page 1 of 1

Again, **clear communication is the primary factor for success related to document quality.** If you are serving on the team as a WSDOT representative, you need to articulate to the local agency what you are looking for in terms of submittal documents. Then, if they do not meet your expectations, you need to be prepared to convey specifically what it is about the document that needs to be changed before the submittal will be approved. The WSDOT project manager should review the requested changes to understand if there is a conflict with the requested design guideline or design change and the project goals, objectives, and constraints. Inconsistencies should be resolved with the project team and communicated to the reviewer by the WSDOT project manager before the next review.

Clarity on expectations, strong communication, and a high level of document quality can go a long way toward alleviating project delays, frustration, and cost overruns.

All local projects have finite budgets—and these budgets can be stretched to the breaking point when there are delays related to design review and approval.

- **Make a commitment to prompt review and response.** All projects have finite budgets, and these budgets can be stretched to the breaking point when there are delays related to design review and approval. As a team member, it is your job to ensure that WSDOT and local agencies review projects in a timeframe that allows the project to be completed within the specified funding allowed. All members of the team should understand when and how this review will take place and be willing to live by this process. And if there are going to be delays, the reasons and timeframe for those delays should be clearly communicated.

- **Maintain documentation of all decisions and agreements made along the way.** At some point the project could move to another area within WSDOT or within the local agency that has not yet had any connection with the project. Such is the case when the project approval process leaves the regional WSDOT office and is transferred to the WSDOT Headquarters or transferred from a planning office to a design or traffic office. Design concepts or decisions can be undone then if the approval authority is not aware of the rationale for decision making up to this point. To avoid this, bring all players into the process early. This is also an area in which the project advocate or team leader should be taking a strong role. The “Project Decision Guidelines” that you developed earlier as a team should also accompany your project as it leaves the Region level and travels to Olympia or is used to update local agency staff or elected officials as personnel changes occur.



Key Concept

Remember: Time is Money

It is the team leader's job to ensure that the project, its associated teamwork, and all related decisions are clearly communicated throughout WSDOT or the local agency, including city councils or governing decision makers.

Major Milestones in the Design Process

When the design team has been assembled for the project, there should be a meeting of the project and agency representatives to summarize the project goals, schedule, the project guidelines to be used, prior project commitments, a summary of the process to get to an approved Channelization/Intersection Plan for Approval (including deviations), and the conflict resolution process. The culmination of this work is the 30 percent design level. Updates on schedule and scope changes should be communicated, including project schedules and scope, changes in agency standards, and any changes in the areas outlined in the project initiation meeting. Consistent and regular communication is essential for success of the project. On lengthy projects, this is especially essential because of the changes in personnel, design guidelines, and policies that occur over time.

Projects on state highways are required to submit either an "Intersection Plan for Approval", or a "Channelization Plan for Approval" at the 30 percent design level. Overall instruction on WSDOT's design documentation, approval, and process review is described in Chapter 330 of WSDOT's *Design Manual*, although the submittal and review process may vary by Region. The WSDOT representative on the project management team should attach the Project Decision Guidelines (sample located in Chapter One) with the Intersection Plan. The WSDOT project advocate should brief reviewers. This will

allow potential deviations resulting from project constraints to be known by reviewers. The team communication concepts presented should smooth the way for this process. It will be up to the WSDOT project advocate (or project office) to manage the interaction between the project team and the WSDOT reviewers.

As with all major milestones for project approval there are delays that could be caused by any or all agencies or organizations during the process. The delays occur for a variety of reasons, in addition to the delay caused by competing objectives that influence the design.

Delays could be caused by things such as inconsistent, multiple layers of, or incomplete reviews and/or poor quality of document submittals creating the need for rework and resubmission.

Ultimately the goal is that all parties involved in the review process are provided the means to succeed and uphold their individual responsibilities for completing accurate and timely work.

If You Reach an Impasse: The Route to Dispute Resolution

If you've done a good job of setting up your team and if you have clearly communicated and worked collaboratively throughout the project, you should be able to avoid the kinds of disputes that ultimately cause a breakdown in the project. Sometimes, however, it's simply impossible to avoid a complete breakdown in project communication, and the team finds itself at an impasse.

If this has become the case on your project, recognize it for what it is and take steps to rectify the situation immediately. The most important first step is to bring in a neutral mediator or facilitator to help you work through the differences. This is a time when you absolutely do need outside assistance; team members cannot do this on their own. Once on board, a professional mediator will take a series of prescribed steps to begin to resolve the dispute. This involves interviewing all team members to fully understand the dispute, identifying mutual interests rather than positions, reconfirming the project goals, and creating a plan of action for working through and resolving each disputed issue. Again, if it appears that your team is breaking down to the point where it simply can't agree on how to move the project forward, it is important to hire this outside assistance right away rather than continue to plug along in an ineffective—and ultimately destructive and costly—manner.



▲ This scene from a local street in downtown Leavenworth shows the valuable contribution a well-designed street can make to a community.

“Streets have a vital function to provide access and mobility for people and goods. Streets also shape a community and influence the quality of life in a city.”

— *Making the Streets Work*,
City of Seattle, 1996

Need More Help?

Conflict Resolution and Interpersonal Skills

WSDOT's Technology Transfer Center (T2) offers classes for both local agency and WSDOT staff such as *Communication Skills, Conflict Management, Serving Difficult Clients, Understanding & Strengthening Relationships, Communication Skills for Supervisors & Lead Workers, Leadership Skills That Work*, and *Facilitator Skills Training*. Contact the T2 Training Center at 360.705.7355 or website: www.wsdot.wa.gov/TA/T2Center/Train2.htm.

For WSDOT staff, and depending on availability, local agency staff, a number of facilitation, mediation, conflict management, team building, and communication skills courses are offered either through **WSDOT's Staff Development** or **Washington State Department of Personnel (DOP)** 360.705.7060 or website: www.wsdot.wa.gov/personel/staffdev/default.htm.

Managing Public Disputes by Susan Carpenter is an excellent resource, not only for team disputes but also for broader conflicts within the community.

Master Change, Moving from Resistance to Commitment by Eric Allenburt would be helpful as well.

Products Available on Building Communities

■ **A Policy on Geometric Design of Highways and Streets, 2001**, Fourth Edition, American Association of State Highway and Transportation Officials (AASHTO).

■ **DesViz** is a division of WSDOT's Computer Aided Engineering Support Team. It was created for the purpose of public involvement. The staff handle everything from simple posters and flyers to video productions and 3D animations. This is an excellent resource for visualizing how your project could look when completed. 360.407.0888. www.wsdot.wa.gov/eesc/cae/DesignVisualization/desviz.htm.

■ **Developing Your Center: A Step-by-Step Approach** is an excellent product for local government officials, private developers, transit agency representatives, and citizens. It was created with the intent of helping partnering groups and citizens organize around a clear vision, strong partnerships, and a solid plan of action to shape their communities. Copies can be obtained from the Puget Sound Regional Council at www.psrc.org/datapubs/pubs/index.htm or by calling them at 206.646.7532.

■ **Flexibility in Highway Design**, publication number FHWA-PD-97-062, U.S. Department of Transportation, Federal Highway Administration.



■ **New Community Design to the Rescue: Fulfilling Another American Dream, 2001**, National Governor's Association. This document can be found on the National Governor's Associations website under their Center for Best Practices: www.nga.org/center/1,1188,CFAQ,00.html.

■ **Main Street... When a Highway Runs Through It: A Handbook for Oregon Communities**, November 1999, Oregon Department of Transportation and the Oregon Department of Land Conservation and Development. (*Do keep in mind that what applies as governing policy or is acceptable standards in Oregon may not apply in Washington.*)

■ **Making Streets That Work**, 1996, City of Seattle, www.cityofseattle.net/td/mstw.asp.

■ **The Parking Handbook for Small Communities**, 1994, National Trust for Historic Preservation and the Institute for Transportation Engineers. www.mainstreet.org/index.htm.

■ The State of Maryland also has a useful guidebook entitled **When Main Street is a State Highway**, 2001, Maryland Department of Transportation www.marylandroads.com.

■ WSDOT's Design Office has a website that includes the **Design Manual**, ongoing updates to that manual and other information of interest to project teams. www.wsdot.wa.gov/eesc/design/policy/index.htm.

■ WSDOT's T2 Center has a number of excellent publications and training courses that can be ordered or seen on-line at: www.wsdot.wa.gov/TA/T2Center/T2HP.htm. Or contact them by telephone at 360.705.7386.

■ Another website with good community building publications is at: www.fhwa.dot.gov/csd/pubs.htm.



Key Concept

Keep Your Public Information
Officers Informed

CHAPTER FOUR

Building Your Project

Now that all of the design, review, and approvals have been successfully cleared, it's time to go to construction. All projects are different, and there's no one definitive "right way" to build a project although all projects are constructed through a legally binding contract between the client and the contractor. Here are some guidelines that will help you manage your construction effort as effectively as possible.

Clarify roles and responsibilities

Who's actually the "general contractor" on the project? Make sure this is clear and that the authority to actually serve in this role has been designated to the appropriate team member. If WSDOT is serving as a consultant or contractor to the local jurisdiction on the project, it needs to be very clear what WSDOT's role is, who from WSDOT will be working on the project, the rates they will be charging, and the tasks they will perform.

- **Start with a "pre-construction" meeting to fully detail the kind of work that will take place, its sequence, and any contracting specifications.**

An early meeting of this sort gives everyone a very clear sense, up front, of what the project will entail and how it will need to be managed in order to be successful. Pre-construction means that you try to identify all of the contractor needs, tasks, and a sequence for your construction activities.

- **Use a master contract for maximum flexibility.** A "master contract" gives the local jurisdiction the flexibility it needs to use both general and sub-contractors as effectively as possible. This provides the flexibility to move funding when and where necessary to get the job done.



photo Cal Abts, Sky Shots

- ▲ *Construction of a new structure on SR 500 over Thurston Way in Vancouver, May 2002. This project had continuous involvement with adjacent businesses.*

"The key is effective communication, getting the right message to the necessary people..."

— WSDOT Construction Manual, 1-2.1C

- **Early—and constant—notification to the community is key to success during construction.** If you thought public involvement was tough during the visioning process, just wait until streets are being torn up and construction noise starts! Give early and ample warning to the community on what they can expect during construction. Update these materials frequently. Traffic management plans are also crucial at this stage.
- **Maintain teamwork.** By now you are probably working well together but pressures can mount and the team can get tense. You'll need to pay particular attention to your teamwork during the construction period.

It's essential during this time to **make sure key communication or public information staff are updated continuously**. This ensures that the city council, county commissioners, or other community officials understand what is happening with the project so they can relay information to their constituents. Often access may be blocked, closed or changed which can create frustration or even anger by local businesses. The better that local elected officials understand why the project is being built the way it is, the better they can handle citizen's reactions.

Delays can happen for a number of reasons at this point as well. Water lines can be broken, traffic channelization may not work as initially planned, weather may delay striping or markings, equipment ordered may not arrive on time, funding may not be sufficient to cover the cost of the project as originally planned, or any number of other changes could occur. It will be critical to plan for unanticipated events and keep team members and the community aware of changes. It may also create frustration with team members. **Take special care to communicate to all of the team what is occurring and seek their help resolving problems if you can.**



photo WSDOT

▲ *Construction of the Access Downtown project in Bellevue. This project is an alliance between Sound Transit, City of Bellevue, WSDOT, King County Metro, and FHWA which will provide fast and easy access—moving people in buses, carpools, and vanpools around downtown and on and off freeways more quickly.*



▲ *Good signage, such as this detour sign on Bainbridge Island, helps redirect people to local businesses.*

Need more help?

WSDOT's *Construction Manual*, publication number M 41-01, is a comprehensive document which also covers managing public expectations in sections 1-1.7, 1-2.1C, and 1-2.3. It is available on line at: www.wsdot.wa.gov/fasc/EngineeringPublications/Manuals/Construction.pdf or by contacting WSDOT's Construction office at 360.705.7822.

The *Manual on Uniform Traffic Control Devices (MUTCD)*, Part VI, 1998 edition, contains information on traffic control planning, including movement of pedestrians, transit operations, and access to property/utilities. U.S. Department of Transportation, FHWA.



Key Concept
Celebrate Your Success!

CHAPTER FIVE

Evaluating, Adjusting, and Improving

Most teams—and projects—run into hurdles along the way. The point is to learn from those hurdles to improve the process and to keep the project moving. This is likely to be a long-term relationship; very few projects are accomplished in a few months. Most take years.

It's important that the team evaluate themselves frequently to highlight where there may be difficulties and to make the adjustments necessary to keep the team and the project on track.

Two **sample evaluation forms** are included in this chapter. One occurs every six months and the other takes place at the end of the project. Out of all of the functions you are performing together, this is probably the single most important task to complete.

How is Your Process Working?

- If your process is fundamentally **not** working, then you need to identify where you have problems and work to correct them.
- If all is going well and you are being successful, then you also need to celebrate this fact and highlight your successes together.

Beyond teamwork, it's important to evaluate the results of the physical project itself. For example, have crashes increased or decreased, did speeds drop, did capacity increase, were there positive business and social impacts as intended? These aspects are included on the sample evaluation forms.



▲ Project partners join together for the ribbon cutting in Lacey. From L to R: Kumari Bharil, WSDOT Assistant Project Engineer; Lacey Mayor Graeme Sackrison; Steve Roark, WSDOT Project Engineer; Brandi Dennis-Pène, City of Lacey Engineer, and Doug MacDonald, Secretary of Transportation.

I-90 Sunset Interchange in Issaquah

photo Gary Wall



Leaf patterns incorporated onto precast concrete walls represent textures of native foliage and the local area gravel quarry.

Patty Gaynor, pattern designer, explains the “Forest Patterns” or “The Leaves” concept used in the concrete wall panels.

The background gravel texture on the panels represent the area’s soils and a nearby gravel quarry. The patterns Poplar, Willow, Cedar and Seed are abstract fossil-like, yet recognizable, images that respond to changes in land use, natural features and vegetation along the I-90 highway corridor from east of Front Street to past the Sunset Interchange. “The Leaves” become a metaphor for movement and are abstractly arranged as gestures to express swirling, tumbling, rising or falling movement that are specific to the anticipated air currents at a location.



photo Gary Wall

The layout of “The Leaves” (or “Forest Patterns”) on the walls thus responds to where they are along the corridor, the wind patterns anticipated in the specific location, and who will be viewing them and at what speed. The Poplar pattern dominates the wall design nearest the City of Issaquah and is symbolic of people and the farming history of the area with its poplar windrows. Near Issaquah Creek, which parallels and crosses the highway, Willow is frequently interspersed in the wall design as a symbolic marker for the creek. Cedar becomes the dominant pattern where the slopes of Grand Ridge and Tiger Mountain create a natural gate-like topography at the main interchange bridge over the highway. This stretch of I-90 is considered the Gateway to the Cascades.

“WE WILL NEVER BRING DISGRACE ON THIS, OUR CITY, BY ANY ACT OF DISHONESTY OR COWARDICE. WE WILL FIGHT FOR THE IDEALS AND SACRED THINGS OF THE CITY, BOTH ALONE AND WITH OUR COMPANIONS. WE WILL REVERE AND OBEY THE CITY’S LAWS. WE WILL TRY UNCEASINGLY TO QUICKEN THE SENSE OF CIVIC DUTY IN OTHERS. IN EVERY WAY WE WILL STRIVE TO PASS THE CITY ON TO OUR CHILDREN GREATER AND BETTER THAN IT WAS WHEN OUR PARENTS PASSED IT ON TO US.”

—This oath was taken by the young men of Athens upon reaching adulthood during the Golden Age (500-400 B.C.)

Figure 12: Sample Six Month Evaluation Form

Six-month Evaluation

Our Team's Process

_____ has served as our team leader for the past six months.

_____ has performed particularly well in the following areas:

_____ could help our team function more effectively by:

We agreed to a number of operating parameters (meeting schedule, facilitation, definition of consensus) when we began our project together.

_____ In general, we have followed those parameters and they are working well for us.

_____ We have not followed those parameters and/or they have proven to be ineffective for us. Here's what we need to do to readjust and improve our process:

Our team agreed to a number of other parameters for our work. An evaluation of those parameters includes:

We have/have not held ourselves accountable to each other and have/have not been responsive to every team member's needs. Here's how we can improve our accountability to each other:

We have/have not communicated openly about all aspects of the project. Here's how communication could be improved:

We have/have not worked collaboratively through this process. Here's what's getting in the way of our collaboration:

We have/have not successfully resolved our disputes. Here's what's getting in the way of solving our disputes:

over

We have/have not provided timely review of all work associated with the project. When there have been delays, we have/have not clearly articulated the reasons for those delays. Here's what we could do to improve in this area:

We have/have not documented all decisions milestones reached on the project. Here's what's getting in the way of that documentation:

Our Project

Our project is/is not moving down the right track toward successful completion. We are/are not meeting the multiple goals and objectives of all of the project's partners.

Here's what's getting in the way of meeting those objectives:

Here's how we could get our project back on the right track:

This project simply cannot meet the goals and objectives we identified in our team agreement. Here's what we need to do to adjust either the project or our expectations for it:

End-of-Project Evaluation

Our Project

_____ Our project worked successfully. We achieved all of the goals and priorities of the project partners.

_____ Our project did not work successfully. We were not able to meet all of the goals and priorities of our project partners. Here are the reasons why we were unable to do so:

The lessons to be learned from this project include:

The Public

_____ We worked successfully with the public throughout this project. Here are the factors that contributed to our success:

_____ We were not able to work successfully with the public throughout this project. Here are the things that got in the way of our success:

Here are the lessons learned from this experience:

Our Team

Our team was able to work together effectively on this project. We followed our operating agreement and it served us well. We were a successful team.

Our team was not able to work together effectively on this project. We did not follow our operating agreement. Here's what got in the way:

Lessons learned for us, as a team, include:

over

Our Results

Our project is working as it should. We have:

- _____ Decreased congestion.
- _____ Created greater pedestrian access.
- _____ Increased mobility.
- _____ (or other items from our team's measures of success.)

Our Project is not working as it should. Problem areas include:

We intend to rectify these problems by:

CHAPTER SIX

Case Studies

The cooperative effort involved in community-based transportation design has inspired innovation and creativity in numerous locales in Washington State. The experience gained and lessons learned in these efforts can serve as examples for other partnership projects around the state. With each partnership project, the processes involved will be adjusted and developed as a toolbox for future partnership efforts.

The following case studies are examples of successful multi-jurisdictional partnership efforts in Washington State. These projects were not developed based on a pre-determined template, but grew from the needs of the partners involved. The case studies are snapshots of community-based design projects at different stages of project development for three types of highway environments:

- ▶ Suburban/Major Arterial
- ▶ Small Town/State Highway
- ▶ Rural Corridor



▲ The City of Covington used colored, textured pavement for crosswalks, pedestrian-scale lighting, and landscaping next to sidewalks.

Case Study 1: Integrating an Arterial State Highway with the Community Vision—Covington

The Project: SR 516, 168th Avenue SE to SE Wax Road

Location: Covington

Type of Project: Safety & capacity improvement
Existing Traffic Volume: 29,900 Average Daily Traffic (ADT)

2020 Projected Traffic Volume: 32,800 ADT

Posted Speed: 35 Miles Per Hour (MPH)

Adjacent Land Use: Commercial (office buildings, retail, grocery stores, fast food restaurants, general services)

Project Development Phase: Construction completed

The Players:

Transportation Improvement Board (TIB)
Puget Sound Regional Council (PSRC)
Puget Sound Energy
Local Improvement District
US Postal Service
Fred Meyer (grocery store)
Other Local Developers
City of Kent
WSDOT
City of Covington
King County

The Challenges

- Conflicting vehicle turning movements across lanes
- Need to provide sufficient access for businesses to operate
- Need for pedestrian-friendly features to improve non-motorized environment
- Desire for improved through capacity
- Desire to use existing number of lanes to highest efficiency
- Need to maintain adequate emergency vehicle access and throughput

The Process

This project was originally identified by WSDOT as a safety project in 1997 and scoped to construct a raised curb for access control. Design was scheduled to begin in 1998 with construction anticipated in 1998/99. The City of Covington identified the need for a new traffic signal at 172nd Ave SE in 1998 to improve both access to adjacent undeveloped commercial land to the north and address safety problems as evidenced by the high accident rate at that intersection. The City of Covington and WSDOT merged the two projects together and were able to obtain a Trans-

portation Improvement Board (TIB) grant for the traffic signal and roadway improvements north of Highway 516. They then received a Hazard Elimination Safety (HES) grant to augment the TIB grant and WSDOT funding for the traffic signal and access control work. In addition, the community obtained a Transportation Efficiency Act (TEA)-21 Enhancement/Congestion Mitigation Air Quality (CMAQ) grant for landscaping, decorative crosswalks, and traffic signal inter-connect improvements.

The public involvement process included several open houses hosted by both WSDOT and the City between 1998 and 2001. The City and WSDOT distributed flyers to businesses along the corridor. Covington also published a few special project newsletters and included regular project updates in the City newsletter as well as regularly scheduled open house meetings. The consultant developed a website and updated it regularly with current project status information.



▲ The existing two-way left turn lane was excavated (above) and replaced with a landscaped median (above and right), providing for better traffic flow and improved aesthetics. ►

The Solutions

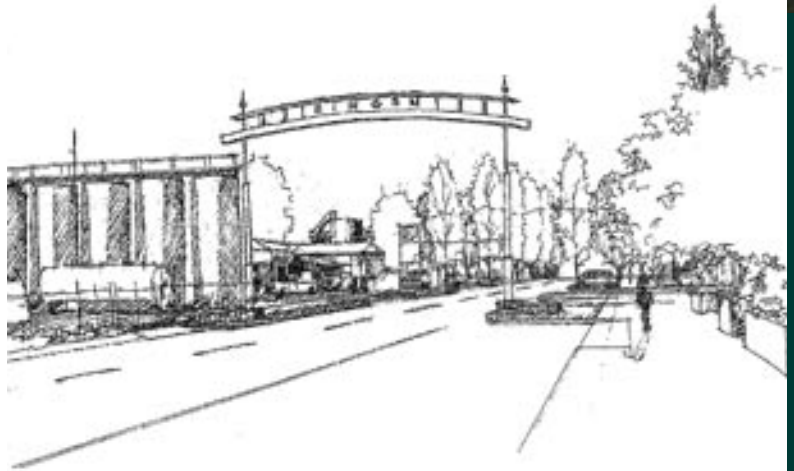
The following design elements were incorporated to help achieve the goals identified for this project:

- Elimination of continuous two-way left turn lanes
- Additional traffic signal and interconnected the traffic signal systems
- U-turn locations
- Landscaped medians
- Access control
- Decorative textured crosswalks
- Pedestrian-scale lighting on side streets
- Eight-foot sidewalks and planting strips on side streets
- Utilities moved underground

Lessons Learned

It took time to build trust among all stakeholders, but was well worth the effort. There was a lot of interaction with stakeholders individually, but the project team recommends meeting with stakeholders as a group more often.

They also recommend that WSDOT should appoint a single point of contact to shepherd the project through the development process.



▲ The community of Bingen's plans call for notable "gateway" treatments, including arches heralding the entry into town.

Case Study 2: State Highway Meets Small Town—Bingen

The Project: SR 14, from Mile Post (MP) 65.13 to MP 66.76

Location: Town of Bingen

Type of Project: Rural/Urban Mobility

Traffic Volume: 8,000 ADT (existing); 11,900 ADT for 2021 design year

Posted Speed: 40 MPH in rural section; 25 MPH in urban section

Adjacent Land Use: Agricultural, light industrial, commercial, and residential

Access Control: None

Project Development Phase: Planning completed

The Players:

Town of Bingen
City of White Salmon
Klickitat County
Transportation Improvement Board
WSDOT

The Challenges

- Designing the project to help revitalize the downtown
- Two-lane roadway with narrow shoulders
- Diagonal parking on both sides of road in downtown section.

The Process

This project was originally identified as a pavement preservation project by WSDOT in 1998. In 1999, the Town of Bingen received a grant to revitalize the downtown. Bingen, and WSDOT partnered to include the revitalization elements into WSDOT's paving project.

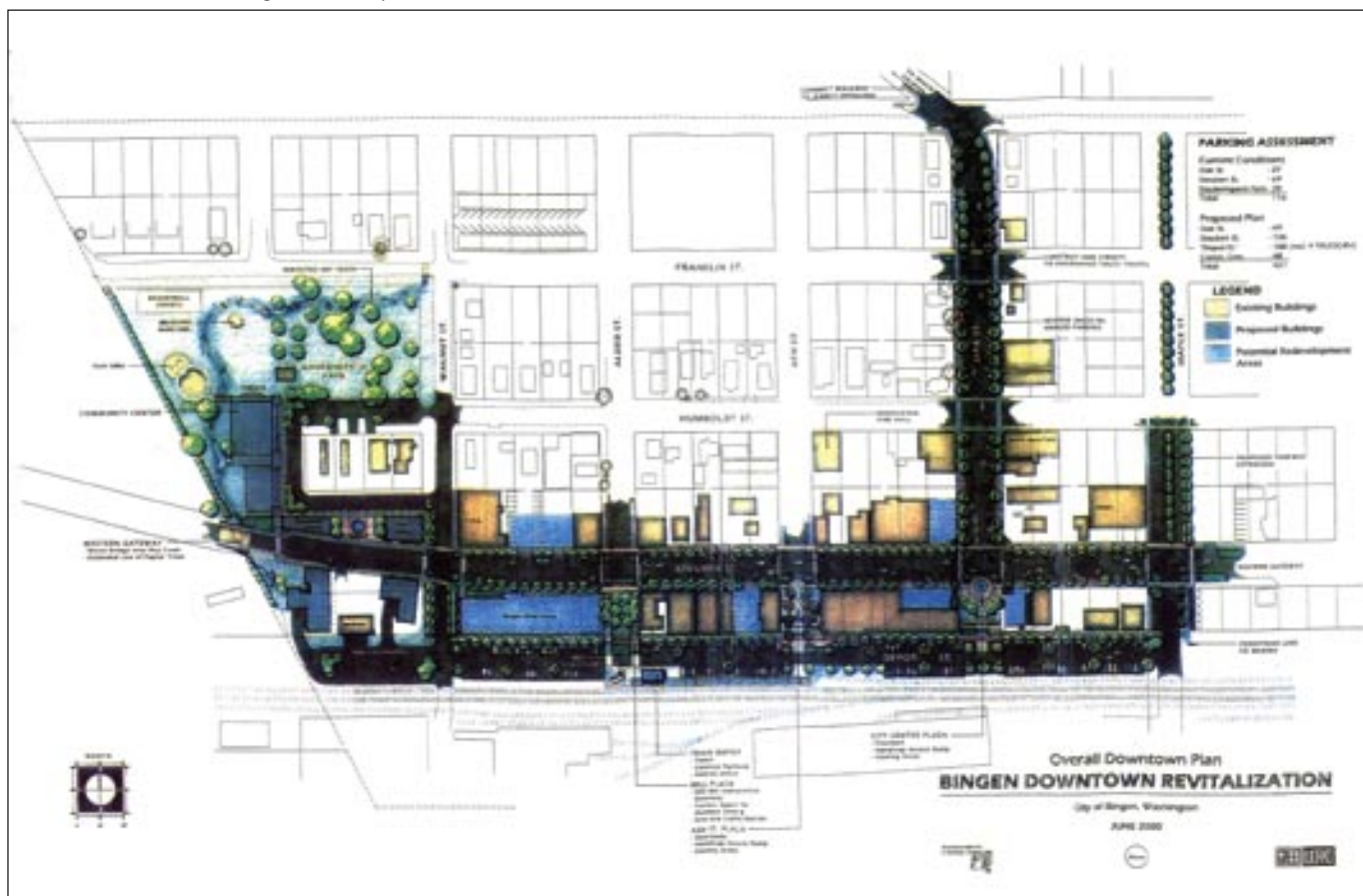
Public involvement was initiated by the community of Bingen and took the form of a downtown revitalization plan. The plan was developed by a consulting firm through the use of design "charettes". See Chapter 2 on charettes. WSDOT continued involving the public by hosting project progress open houses and public meetings to gather input for the staging of the project.

The Bingen Downtown Revitalization Plan calls for landscaping improvements and public plazas with fountains, outdoor dining, and interpretive exhibits.

The Solutions

The following design elements were developed to help achieve the goals identified for this project:

- Shoulders widened to 6 feet
- Left-turn lanes and right-turn pockets added to facilitate traffic movement through town
- Street trees and planting strips added in the downtown area
- Pedestrian bulb-outs and wider-than-standard sidewalks installed through the downtown corridor to encourage pedestrian activity
- Utilities placed underground through the town's core area
- Concrete pavers, street furniture, and special light standards added to improve the aesthetic qualities of the downtown corridor



The Bingen Downtown Revitalization Plan calls for landscaping improvements and public plazas with fountains, outdoor dining, and interpretive exhibits.

Lessons Learned

The project team recommends that WSDOT be more involved in the early community visioning process to minimize outcomes that don't achieve acceptable design standards. They also recommend obtaining early buy-off on design concepts, establishing cut-off dates for design decisions, getting community decision makers involved from the project start, and lots of communication.

Case Study 3: State Highway within a Scenic Area — The Columbia Gorge

The Project: SR 14, from MP 18 to MP 61, Columbia River Gorge National Scenic Area

Type of Project: Corridor Management Plan

Project Development Phase: Corridor plan completed/some projects constructed

The SR 14 Corridor Management Plan completes a four-year multi-agency effort to define and guide highway improvements projects through the Columbia River Gorge National Scenic Area (CRGNSA). The SR 14 Corridor Management Plan (CMP) consists of three independent reports, plus appendices, all bound in one document. The SR 14 Strategy, the Route Development Plan, and the Design Guidelines.

As projects identified in the Route Development Plan receive funding, they follow an individual project development process. The individual project development process develops and refines design details of projects, as necessary for their completion. There are six key steps in the individual project development process. This process provides all the Memorandum of Understanding (MOU) signatories opportunity for project development and approval.

The case study presented here highlights one of the projects completed from the Corridor Management Plan which used unique signage to establish a consistent feel and sense of place for the corridor.



▲ View of the Columbia Gorge from the south, looking northeast. The Columbia River crosses the Cascade mountain range via the Gorge known for its panoramic vistas and rugged topography.

The Players

USDA Forest Service
Columbia River Gorge Commission
Klickitat County Transportation Policy Committee
Skamania County Transportation Policy Committee
Southwest Washington Regional Transportation Council
WSDOT

The Challenges

- Two-Lane Rural Principal Arterial Highway and Bicycle Touring route.
- Traffic Volume: 4047 ADT
- Speed: Varies from 25 MPH to 55 MPH
- Adjacent Land Use: Rural, designated National Scenic Area
- Access Control: Limited Access
- Safety and Socio-Economic Needs: long-term direction needed for corridor safety improvements that also protect the highway's rural character.

The Process

This project was originally identified within a corridor management plan for the SR 14 Columbia River Gorge corridor. A Memorandum of Understanding to guide the development of the SR 14 Corridor Strategy and Action Plan and the management of the highway was signed by the steering committee. The committee met monthly throughout the development of the corridor management plan.

Public meetings were held on each aspect of the study. As work progressed, the project team

reached out to three key audiences:

- ▶ Steering Committee members
- ▶ Citizens and groups who had expressed an interest in the project
- ▶ General public

The Solutions

- A unified and coordinated approach to signs was determined to be one of the most important elements in maintaining an identity for SR 14 through the Gorge. Signs are the most visible and frequent man-made structures that drivers see. Recognizing SR 14 through the Gorge as a unique entity, the cooperating managing agencies developed a unified signing system as the standard for all scenic area information signs along public roads in the National Scenic Area.
- Main entry signs and geographic interest signs for Columbia River Gorge National Scenic Area were placed through a grant received by the USDA Forest Service Scenic Area engineer from the Federal Highway Administration. Future signs will be provided by WSDOT. All traffic control signs occurring along the SR 14 mainline are to conform to *Manual of Uniform Traffic Control Devices (MUTCD)* and WSDOT sign standards as well as the design criteria developed in the corridor plan. The sign guidelines in the corridor plan require all new sign backs and metal sign posts to be treated or lightly painted with a dark, natural or earth-tone color to eliminate glare.



▲ Unique signage has been developed to establish a consistent feel and sense of place for the SR 14 corridor.

Lessons Learned

The Corridor Management Plan outlines a process on how to proceed with future projects within the Scenic Area. The team recommends that future similar efforts would benefit from implementing a communication strategy to disseminate information about the existence of the plan to all parties who would potentially be working on projects in the corridor.

CHAPTER SEVEN

Tools and Resources

This chapter contains tools and resources that could be helpful to you. They include:

- ▶ **A Table of Joint Project Types**
- ▶ **Local Agency Documentation Review Checklist**
- ▶ **WSDOT Regional Practices Examples:**
 - Checklist for Channelization Plan Review
 - The Path to Success
 - Olympic Region Development Services Checklist
 - WSDOT Design and Construction Oversight for Local Agencies Working within WSDOT Right-of-Way offices.
- ▶ **Maps and Contacts**
 - Washington State's Metropolitan Planning Organization (MPOs)
 - Regional Transportation Planning Organizations (RTPOs)
- ▶ **More Great Resources**
 - *Example:* Local Agency Environmental Classification Summary
 - Visit our website to download a copy of the publication *Tips for Writing Grant Proposals*—from the Department of Community, Trade and Economic Development.
www.wsdot.wa.gov/T2



photo Timothy Moore

▲ Bridges such as this one in downtown Tacoma on SR 509 create civic legacies and become community symbols.



Joint Project Types

Project Partnerships by Type

Note: Joint funding of projects can be a complicated arrangement. Funding sources often come with restrictions on the use of the funds, environmental process requirements, applicable standards and approvals, and project timing. All of these issues need to be understood by the project partners to manage a joint project.

Project Type	Project Description	Project Examples	Process	Design Guidelines	Project Initiation
Interstate–Limited Access Facilities	<p>Projects within the right-of-way of a full limited access Interstate facility.</p> <p>Projects may also occur within the limited access right-of-way limit line and include modifications to a ramp terminal or intersection with a city street.</p>	HOV Direct Access Interchanges and new or revised freeway access. Project partners are cities, counties, and transit agencies.	<p>(1) New and reconstruction projects such as HOV Direct Access: WSDOT design policy with WSDOT Headquarters concurrence and FHWA-Division approval for all design within the Interstate right-of-way, then with NEPA documentation. For all new access interchanges, FHWA, DC, approval;</p> <p>(2) all other type projects such as modification of a ramp terminal: WSDOT design policy and WSDOT Region approval working with FHWA for all design within the Interstate right-of-way.</p>	<p>WSDOT <i>Design Manual</i> applies to all highways within limited access that will remain under WSDOT's jurisdiction. City or county standards (LAG/AASHTO) may apply to those areas that will be ultimately under the jurisdiction of the city or county and are outside of limited access.</p> <p>Deviations from WSDOT <i>Design Manual</i> on new and reconstruction projects are approved by FHWA.</p> <p>Deviations from city or county standards are approved by WSDOT's Highway and Local Programs Division.</p> <p>Access approval by FHWA.</p>	Typically through regional planning process. WSDOT contact determined at the region.

Project Type	Project Description	Project Examples	Process	Design Guidelines	Project Initiation
Non-Interstate Highways– Limited Access Facilities	<p>Projects may occur within the right-of-way of a limited access facility that is a state highway, but non-interstate. If federal funds are involved or anticipated, the environmental and right-of-way process must follow the federal rules.</p> <p>Project may occur within the limited access right-of-way limit line and include modifications to a ramp terminal or intersection of a city street intersection.</p>	<p>Interchange modifications, added capacity, grade separation for railroad crossings, or modification on city streets at ramp terminals.</p> <p>Project Partners are cities, counties, transit agencies, and sometimes railroads.</p>	<p>If WSDOT is the lead agency, the federal process is usually followed with NEPA documentation.</p> <p>WSDOT design policy and WSDOT Region or Headquarters approval for all design within the state right-of-way</p>	<p>WSDOT <i>Design Manual</i> applies to all highways within limited access that will remain under WSDOT's jurisdiction. City or county standards (LAG/AASHTO) may apply to those areas that will be ultimately under the jurisdiction of the city or county and are outside of limited access.</p> <p>Deviations for NHS highways are approved by WSDOT Headquarters. Deviations for new or reconstruction projects on non-NHS highways are approved by WSDOT Headquarters Design Office.</p> <p>Deviations for all other projects on non-NHS highways are approved by WSDOT Regions. Deviations from city or county standards are approved by WSDOT's Highway and Local Programs Division.</p> <p>Access approval is by WSDOT Headquarters Design Office.</p>	<p>Initiated by WSDOT or other agency. Partnerships likely formed during funding stage.</p> <p>Typically through regional planning process. WSDOT contact determined at the region.</p>

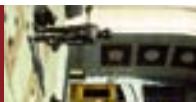




Joint Project Types, *continued*

Project Type	Project Description	Project Examples	Process	Design Guidelines	Project Initiation
NHS State Highways within Incorporated City Limits–Non-Limited Access (Access Managed)* <i>* (for Maintenance and Operations guidelines in incorporated cities, see Memorandum “City Streets as part of State Highways” dated May 8, 1997.)</i>	<p>WSDOT or the City may lead projects on state routes in urban areas. WSDOT-initiated projects are funded through the WSDOT budget and may include other agency funding.</p>	<p>Partnerships likely formed during funding stage.</p> <p>Arterial redevelopment for safety, capacity, pedestrian and bicycle facility improvements, and urban renewal. Other examples may include a transit speed and reliability improvement projects.</p>	<p>Initiated by WSDOT or other agency. If WSDOT is the lead agency, the federal process is usually followed with NEPA documentation.</p> <p>WSDOT has approval authority for project design. If federal funds are involved or anticipated, the environmental and right-of-way process must follow the federal rules, and construction materials testing must be done by the state or local agencies with certified acceptance approval authority.</p>	<p>WSDOT <i>Design Manual</i> applies to state highways. Deviations are approved by WSDOT Headquarters Design Office.</p> <p>City design standards may apply to the area outside of curb or paved shoulder on state highways or to city streets. Deviations from city standards are approved by WSDOT’s Highway and Local Programs Division.</p> <p>Access approval is by the incorporated city.</p>	<p>Projects may be initiated by WSDOT, City, County, or regional planning organization.</p> <p>For locally initiated projects on state highways, WSDOT is invited to attend planning meetings for early coordination with local agencies.</p> <p>Contact Regional WSDOT planning office or Regional Local Programs Engineer.</p>
State Highways in Unincorporated areas and RTPOs–Non-Limited Access (Access Managed)	<p>Projects on state routes in rural areas, lead by WSDOT or county. The project is coordinated through the RTPO. Projects receive funding through the WSDOT budget. Other project partners may also provide funding.</p>	<p>Rural safety and pavement rehabilitation projects.</p>	<p>WSDOT lead on design and approvals. WSDOT usually follows the federal process, with NEPA documentation.</p>	<p>WSDOT standards apply. Deviations on NHS routes are approved by WSDOT Headquarters. Deviations for new or reconstruction projects on Non-NHS highways are approved by WSDOT Headquarters Design Office. Deviations for all other projects on Non-NHS routes are approved by WSDOT Regions.</p> <p>Access approval is by WSDOT Regions.</p>	<p>Initiated by WSDOT or other agency. Partnerships likely formed during funding stage, if joint funding, or during preliminary design and environmental documentation.</p> <p>WSDOT contact: Highways and Local Programs Engineer at the Region.</p>

Project Type	Project Description	Project Examples	Process	Design Guidelines	Project Initiation
City or County with TIB funding	Projects on City or County streets, typically arterials.	Arterial redevelopment for safety, capacity, pedestrian and bicycle facility improvements, and urban renewal. Other examples may include a transit speed and reliability improvement projects.	City leads all aspects of the project, using the TIB grant. TIB approves the grant application, bid documents, and project management. Typically SEPA documentation.	City standards apply and/or AASHTO standards.	



Local Agency Documentation Review Checklist

Appendix 53.51

Agency: _____ Date: _____
 Project Title: _____
 Federal Aid Project No.: _____ Contract No.: _____
 Reviewers: _____

LAG Ref.

13 Table of Organization and CA Agreement Review:

<u>Action</u>	<u>Approving Authority</u>
Design Approval	_____
PS&E Approval	_____
Tied Bids	_____
Contract Award	_____
Change Orders	_____

Preliminary Engineering:

43.1 Design Approved By: _____ Date: _____
 44.1 PS&E Approved By: _____ Date: _____
 44.22 Agency Supplied Materials Approved By: _____
 44.22 Sole Source Items? Yes _____ No _____
 If Yes, FHWA Approval Date: _____
 52 Changes in Scope, Limits, Character, Cost? Yes _____ No _____
 If Yes, FHWA Approval Date: _____
 44.22 Tied Bids Approved By: _____ Date: _____

Advertising and Award:

46.21 FHWA Construction Authorization Date: _____
 46.24 Advertising Dates: _____
 46.24 Three Week Advertising Period? Yes _____ No _____
 46 Affidavits of Publication in File? Yes _____ No _____
 46.25 Bid Opening Date: _____
 46.27 Award Date: _____
 46.26 Award to Lowest Bidder? Yes _____ No _____
 If Not, Explain: _____
 46.28 Contract Execution Date: _____
 46.28 Contract Award Amount: _____
 46.3 Award Information Transmitted to WSDOT? Yes _____ No _____
 52 First Working Day: _____ No. of Working Days: _____
 No. of Working Days Complete: _____
 52.2 Preconstruction Conference Minutes Review:
 Comments: _____

 Minutes Sent To: Region Local Programs Engineer? Yes _____ No _____
 Contractor? Yes _____ No _____
 All Invitees? Yes _____ No _____

Construction and Post-Construction

Appendix 53.51 Local Agency Documentation Review Checklist

LAG

Ref.

Commitment File:

44.78 Environmental and Permit Conditions Met Yes _____ No _____

65.2 Met with Maintenance and Corrected Problems Identified in PS&E Yes _____ No _____

25 Right-of-Way

Right-of-Way Commitments to Landowner Met Yes _____ No _____

Right-of-Way Acquired Yes _____ No _____

Right-of-Way Acquisition Procedures Dated: _____

Listing of Right-of-Way Staff Current Yes _____ No _____

(If No, attach new listing with individual staff qualifications)

Comments: _____

25.11 Project Right-of-Way Certification Dated: _____

25.11 Certification Review Letter in file (after 1/1/97) Yes _____ No _____

46.27 Construction Contract Administration:

46.42 ***Approval of Subcontractors:***

<u>Subcontractor</u>	<u>Amount (\$)</u>	<u>Approval Date</u>	<u>DBE/WBE?</u>
----------------------	--------------------	----------------------	-----------------

Specialty Items Subbed: _____ Amount: \$_____

Percent of Contract Subbed: _____%

Allowable = (Contract Amount Specialty Items) 0.70 = _____

52.5 *Change Orders:*

No.	<u>Verbal</u> <u>Approval Date</u>	<u>Written</u> <u>Approval Date</u>	<u>Comments</u>	<u>Documented</u>
-----	---------------------------------------	--	-----------------	-------------------

Construction and Post-Construction
Appendix 53.51 Local Agency Documentation Review Checklist

LAG**Ref.**

52.51 Claims by Contractor? Yes _____ No _____
 Comments: _____

52 & 53 Project Diaries and Inspector's Daily Reports Signed and Up to Date? Yes _____ No _____

Payrolls:

Wage Rates Included in Contract? Yes _____ No _____
 Payrolls on File? Yes _____ No _____
 Certified by Contractor? Yes _____ No _____
 Checked and Initialed by Agency? Yes _____ No _____

<u>Prime/Subs</u>	<u>Wage Rate Interview</u>	<u>Intent to Pay Wages</u>	<u>Affidavit Wages Paid</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Standard Any L&I Violations on Contract? Yes _____ No _____
 Specification If Yes, How Resolved? _____

27 EEO Compliance:

PE Right-of-Way Yes _____ No _____
 Consultant Yes _____ No _____
 Hearings (Title VI) Yes _____ No _____
 Monthly Employment Utilization Reports (820-010) on File
 for Prime and Subs (Greater Than \$100,000) Yes _____ No _____
 PR-1391 on File and Sent to Region Local Programs? Yes _____ No _____
 Comments: _____

Training:

Training Goal Set? Yes _____ No _____ Hours _____
 Training Plan Approved by Agency: Yes _____ No _____
 Training Goal Met? Yes _____ No _____ Hours _____
 Comments: _____

DBE Compliance:

26 DBE Goal Set: \$ _____
 26.2 DBE Condition of Award Amount: \$ _____
 26.2 How Was DBE Certification Verified Prior to Award? _____
 26.2 DBE On-Site Review Conducted for Each Sub? Yes _____ No _____
 52.5 Change Orders Affects on DBEs: Yes _____ No _____
 52.5 Additional Work Provided to DBEs? Yes _____ No _____
 52.5 Any Changes to DBE Goals? Yes _____ No _____
 26.2 Approved by Region Local Programs Engineer? Yes _____ No _____
 53.53 Quarterly Report of Amounts Credited as DBE Participation
 Sent to Region Local Programs Engineer? Yes _____ No _____

Construction and Post-Construction

Appendix 53.51 Local Agency Documentation Review Checklist

Bridge Construction Projects:

Bridge Rail Crash Tested Design Used? Yes _____ No _____
(New Construction Only, Any Funding Program)

Contract Completion:

52.81 Completion Date: _____

52.81 Completion Letter to Contractor Date: _____

52.83 End of Project Materials Certification From Project Engineer to Approving Authority Date: _____

WSDOT Northwest Region Checklist for Channelization Plans

General Requirements

- ☐ Use the latest updates of the WSDOT *Design Manual* and the *Manual of Uniform Traffic Control Devices* (MUTCD). Use terminology specified in the WSDOT *Standard Specifications for Road, Bridge, and Municipal Construction* and the WSDOT *Design Manual*. Use plan scale of 1" = 50'.
- ☐ Show entire roadway width with all elements listed below. On State highways, where new channelization matches with existing highway sections, show no less than 300' of the existing highway section beyond the match line(s) with all elements listed below. On intersecting roads and commercial and multi-residential driveways, show no less than 100' of the existing section beyond the match line(s) with all elements listed below.
- ☐ Show only the final channelization where widening/improvement proposed. Include stations and dimensions of all channelization features where proposed improvement ties in with existing roadway.
- ☐ Provide one full-size (22" x 34") and two half-size (11" x 17") white paper copies of the channelization plan(s). Full-size mylar is required for final approval.
- ☐ Submit Channelization-related Design Deviation(s) and/or Evaluate Upgrades requests for review and approval. Channelization Plan cannot be approved until these deviations and/or EUs are approved.

Required Elements to be included on a Channelization Plan

- ☐ Project Title with State Route Number, Begin/End Mileposts, County, Date, and Page Number in title block.
- ☐ North arrow, section, township, and range.
- ☐ Street and Highway names.
- ☐ Right-of-way lines (WSDOT, County, and/or City).
- ☐ Construction centerline bearing and 100 ft stations.
- ☐ Posted Speed, Design Speed, and Design Vehicle.
- ☐ Highway Classification and Design Matrix used.
- ☐ Channelization-related Design Deviations, Evaluate Upgrades and Design Exceptions callouts/notes.
- ☐ Curve data for each curve (curve radius, superelevation, curve and tangent lengths, delta angle, PC, PI, and PT).
- ☐ Edge of traveled way and edge of pavement lines.
- ☐ Intersecting roadways and driveways—at least 100 ft (30m) and identify business name and description.
- ☐ Angles between intersections and/or bearings of all centerlines at intersections.
- ☐ Widths of through lanes, turn lanes, and shoulders.
- ☐ Begin and end stations of right- and left-turn storage lanes (indicate recommended storage lengths in Traffic Analysis).
- ☐ Begin and end stations with offsets for all channelization tapers and stripes.
- ☐ Left- and right-turn radii for intersections and commercial and multi-residential driveways.
- ☐ Typical roadway sections showing all channelization features with dimensions (i.e., travel lanes, turn lanes, medians, shoulders, curb and gutter, bike lane, sidewalk, etc.)
- ☐ Existing and proposed raised curbing.
- ☐ Raised and painted islands; separate sketch showing detail of islands including offsets of key locations from reference lines; also indicate square footage of islands.
- ☐ Signature block for WSDOT approval.
- ☐ PE stamp/seal signed and dated.

For more information, visit our website at: www.wsdot.wa.gov/regions/northwest/designguidance/

WSDOT Northwest Region The Path to Success

Northwest Region's Commitment

- We will provide a single point of contact to work with you through this process.
- We will provide clear, consistent, and accurate review comments.
- We will provide prompt review and response.
- Typically, we will perform an initial review within **four weeks**, depending on the complexity of the project and the quality of the submittal.
- Our goal is that subsequent reviews will be accomplished in less time.
- We will maintain documentation of all decisions and agreements made during the project duration.
- We will ensure that documents that we produce have been checked for quality.
- We will ensure that our comments do not conflict with one another.
- Comments pertaining to requirements will be clearly noted and separate from those that are suggestions.
- We will make every effort to sign the Channelization Plan on either the first or second submittal. At a minimum, we will strive for providing interim approval of critical "footprint" channelization no later than following a 2nd submittal.
- We will strive to resolve and clarify inconsistent design guidance.

Our Expectation (i.e., Your Commitment)

- The project proponent will keep WSDOT's Area Coordinator informed of project schedule and include WSDOT's input on schedule commitments that involve WSDOT review.
- The project proponent will submit a completed Project Design Guidelines worksheet prior to the first Channelization Plan submittal.
- The plans will adhere to guidance contained in the Channelization Plan Checklist and will be checked for quality prior to submittal.
- All review comments will be clearly addressed, with an itemized list of changes.
- Each subsequent submittal will identify new revisions/modifications that were not included in the previous submittal.
- For local agency projects, the agency staff will be actively involved in discussions between their consultant and WSDOT.

Olympic Region Development Services Checklist

To be completed by Local Programs for any Local Agency project on State Highway Right-of-Way that involves Development Services (DS).

Local Programs Contact

Name: _____ Phone: _____ Date: _____

Project Location, Description and Local Agency Contact

SR: _____ MP: _____ Intersection: _____

Local Agency: _____ Ad Date: _____

Project Title: _____

Description of Project: _____

LA Contact: _____ Phone: _____

Local Agency permission to be on State highway right-of-way shall be by:

Local Programs Agreement: _____ DS Permit or Agreement & needed by: _____

Construction Administration shall be administered by:

Local Programs: _____ Maintenance: _____ Construction PEO: _____ (to be determined by DS)

Intersection Plan for Approval

Approved plan attached: _____ DS to pursue plan approval: _____ N/A _____

The following actions are requested from Development Services:

Full Package Submittal

_____ A Full Package review is requested. (DS to determined disciplines to be reviewed.)

OR

Modified Package Submittal

_____ A Modified Package review is requested. (DS will only review and/or request from the Local Agency the following disciplines which are checked by Local Programs Engineer.)

_____ Roadway Sections	_____ Traffic Signal Plan
_____ Site Preparation	_____ Signing Plan
_____ Drainage Plan	_____ Signal Special Provisions
_____ Drainage Supporting Calculations	_____ Traffic Control Plan
_____ TESC Plan	_____ Construction Estimate
_____ Utility Plan	_____ SPCC Plan
_____ Paving / Channelization Plan	_____ Fugitive Dust Plan
_____ Illumination Plan	_____ Other: _____

Specific to agencies working within Olympic Region only.

WSDOT Design and Construction Oversight for Local Agencies working within WSDOT Right-of-Way

Design and Construction oversight will be by Local Programs for all projects for which *Highways and Local Programs* oversees funding. (Local Programs may require the assistance of other support groups within the Region.)

Design

Review all elements within state highway right of way.

Roadway geometrics will be to WSDOT Design standards or have WSDOT approved deviations.

Construction

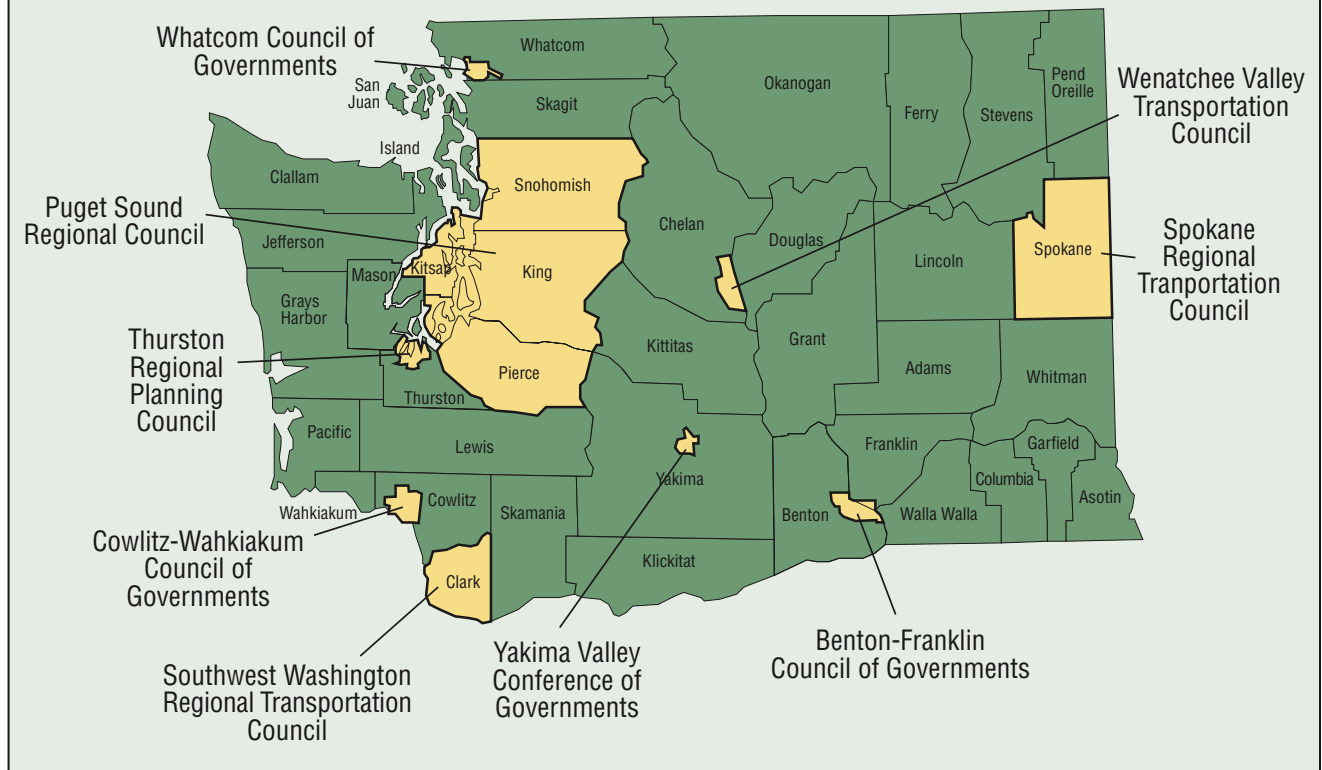
At a minimum, all projects will be reviewed to ensure that the approved design is constructed.

Inspection oversight on all elements that WSDOT has maintenance responsibilities or ownership.

If Development Services review is needed, then Local Programs will utilize the Development Services checklist to identify which services (Full package review or Modified Package review) to request from Development Services.

*Process documented by Local Programs
(Date)*

Metropolitan Planning Organizations (MPOs)



Benton Franklin Council of Governments

1622 Terminal Dr.
 Richland, WA 99352
 Phone: 509.943.9185
 Fax: 509.943.6756
www.wa.gov/bfcog/index.html

Spokane Regional Transportation Council

221 W. First Avenue, Suite 310
 Spokane, WA 99201
 Phone: 509.343.6370
 Fax: 509.343.6400
www.srtc.org/index.htm

Cowlitz-Wahkiakum Council of Governments

207 4th Avenue North
 Kelso, WA 98626
 Phone: 360.577.3041
 Fax: 360.425.7760
www.cwcog.org

Thurston Regional Planning Council

2404 Heritage Court SW #B
 Olympia, WA 98502
 Phone: 360.786.5480
 Fax: 509.684.4788
www.trpc.org

Puget Sound Regional Council

1011 Western Ave, Suite 500
 Seattle WA 98104
 Phone: 206.464.7090
 Fax: 206.587.4825
www.psrc.org/contact.htm

Wenatchee Valley Transportation Council

300 S. Columbia Street
 Wenatchee, WA 98801
 Phone: 509.669.997

Southwest Washington Regional Transportation Council

1351 Officers Row
 Vancouver, WA 98661
 Phone: 360.397.6067
 Fax: 360.696.1847
www.rtc.wa.gov

Whatcom Council of Governments

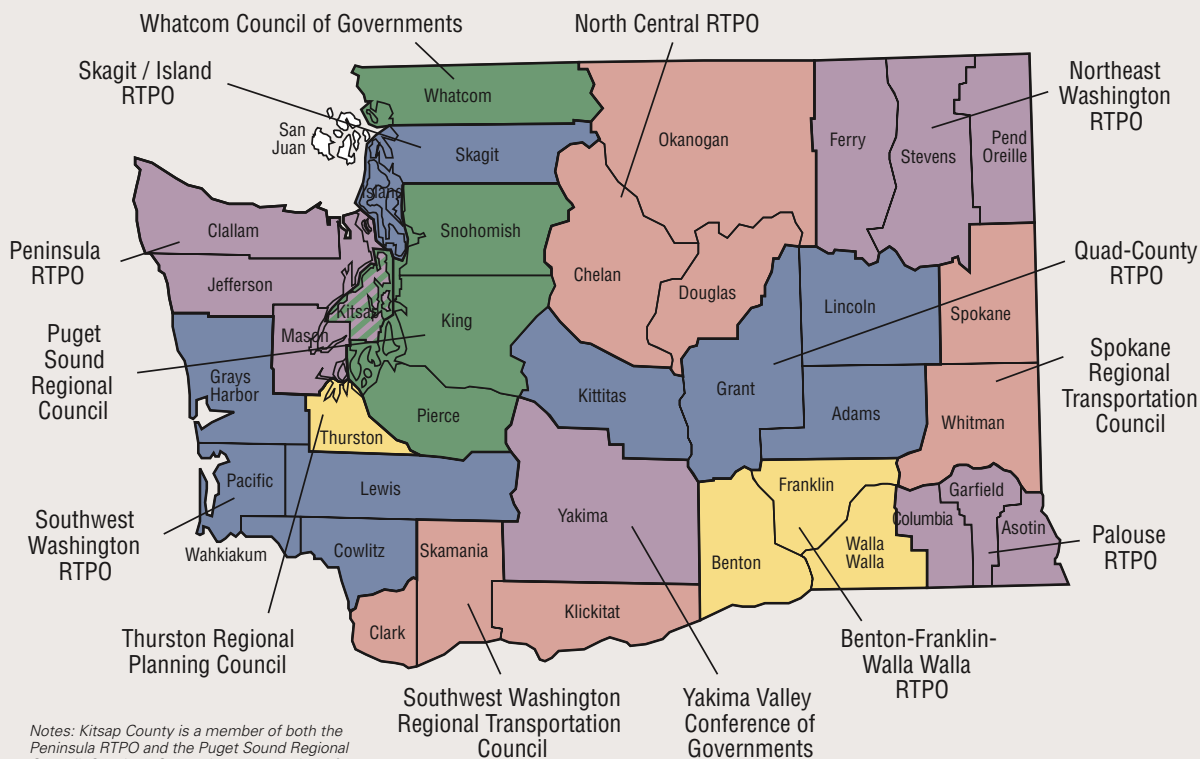
314 E Champion Street
 Bellingham, WA 98225
 Phone: 360.676.6974
 Fax: 360.738.6232
www.wccog.org

Yakima Valley Conference of Government

6 South Second Street, Suite 605
 Yakima, WA 98901
 Phone: 509.574.1550
 Fax: 509.574.1551
www.yvcog.org

Regional Transportation Planning Organizations (RTPOs)

See WSDOT's Planning website for the latest changes to contacts or additions to regional transportation planning organizations: www.wsdot.wa.gov/ppsc/planning/RTPO.htm



Benton-Franklin-Walla Walla RTPO

1622 Terminal Drive
P.O. Box 217
Richland, WA 99352-0217
Phone: 509.943.9185
Fax: 509.943.675

Palouse Economic Development Council

NE 1345 Terre View Drive
Pullman, WA 99163
Phone: 509.334.3579
Fax: 509.332.6991
www.palouse.org

Island County Public Works

P.O. Box 5000
Coupeville, WA 98239
Phone: 360.679.7331
Fax: 360.687.4550

Peninsula RTPO

WSDOT Olympic Region (Lead Agency)
PO Box 47440
Tumwater, WA 98504
Phone: 360.357.2600
Fax: 360.357.2601

North Central Transportation Planning Organization (NCRTPO)

1551 North Wenatchee Avenue
Wenatchee, WA 98807
Phone: 509.667.3000
Fax: 509.667.2940
www.wsdot.wa.gov/regions/northcentral/Planning/ncr_rtpo_documents.cfm

Puget Sound Regional Council

1011 Western Avenue, Suite 500
Seattle, WA 98104-1035
Phone: 206.464.7515
Fax: 206.587.4825
www.psrc.org

N.E.W. RTPO (TRICO)

347 W. 2nd, Suite A
Colville, WA 99114
Phone: 509.684.4571
Fax: 509.684.4768

QUADCO

Grant County (Lead Agency)
124 Enterprise Street, SE
Ephrata, WA 98823
Phone: 509.754.6082
Fax: 509.754.6087

Skagit County Conference of Governments

204 Montgomery Street
Mt Vernon, WA 98273
Phone: 360.416.7877
Fax: 360.336.6116

Southwest Washington Regional Transportation Council (SWRTC)

1351 Officers Row
Vancouver, WA 98661-3856
Phone: 360.397.6067
Fax: 360.696.1847

Spokane Regional Transportation RTPO

221 W First Avenue, Suite 310
Spokane, WA 99201-3645
Phone: 509.343.6370
Fax: 509.343.6400
www.srtc.org

Thurston Regional Planning Council (TRPC)

2404 Heritage Court SW #B MS: 0947
Olympia, WA 98502-6031
Phone: 360.786.5480
Fax: 360.754.4413
www.trpc.org

Whatcom Council of Governments (WCOG)

314 E Champion Street
Bellingham, WA 98225-4043
Phone: 360.676.6974
Fax: 360.738.6232
www.wccog.org

Yakima Valley Conference of Governments (YVCOG)

6 South Second Street, Suite 605
Yakima, WA 98901
Phone: 509.574.1550
Fax: 509.574.1551
www.yvcog.org

More Great Resources

A number of other great resources are available to you as you plan, fund, design and construct your project.

Association of Washington Cities (AWC)

AWC's *Transportation Project* is funded through and works closely with WSDOT to identify transportation needs in smaller cities and towns. The Association also provides assistance for transportation planning, commute trip reduction, and information systems management. AWC actively participates on funding, bridge, and design standardss committees to make sure city transportation needs are well-represented in policy-making decisions. The *Transportation Project* connects your street project with state and federal dollars and helps you find the right WSDOT resources for your city. 360.753.4137
www.awcnet.org/transportation.htm

Community Economic Assistance Center (CEAC)

The CEAC works in partnership with communities and organizations to improve economic conditions, stimulate private and public investment, and strengthen economic viability. The CEAC provides financial and technical assistance to help rural communities, distressed urban neighborhoods, downtown business districts, and other targeted areas prepare for desired business and job growth. Technical assistance ranges from practitioner training to project development services. Financial assistance pays for local economic development planning, feasibility analysis, site development, and publicly owned infrastructure.
www.oted.wa.gov/ed/cea

Context Sensitive Design National Website

Context sensitive design (CSD) is a collaborative, interdisciplinary approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic, and environmental resources while maintaining safety and mobility. CSD is an approach that considers the total context within which a transportation improvement project will exist. This website contains information from various states as well as national efforts to encourage more community and environmentally sensitive transportation projects.
www.fhwa.dot.gov/csd/index.htm

Federal Highways Traffic Calming Website

As traffic calming needs often differ, techniques include police enforcement and public education only in some areas. In others, it means the employment of speed humps while in others it means the possible use of a wide array of techniques and devices. This web site is dedicated to all the known and electronically publicized transportation programs and studies that pertain to traffic calming. www.fhwa.dot.gov/environment/tcalm/index.htm

Local Government Commission (LGC)

The LGC provides a forum and technical assistance to enhance the ability of local governments to create and sustain healthy environments, healthy economies, and social equity. This California-based organization sponsors an annual nationally acclaimed community development conference every year and maintains an outstanding website-based resource center. www.lgc.org/index.html

Main Street

The national Main Street program is designed to improve all aspects of the downtown or central business district, producing both tangible and intangible benefits. Improving economic management, strengthening public participation, and making downtown a fun place to visit are as critical to Main Street's future as recruiting new businesses, rehabilitating buildings, and expanding parking. Building on downtown's inherent assets—rich architecture, personal service and traditional values and most of all, a sense of place—the Main Street approach has rekindled entrepreneurship, downtown cooperation, and civic concern. Washington State's Mainstreet Program can be found at www.oted.wa.gov/ed/cea/downtown/index.html or by calling 360.725.4056. www.mainstreet.org

National Park Service—Rivers, Trails and Conservation Assistance Program

The Rivers, Trails, and Conservation Assistance Program, also known as the Rivers & Trails Program or RTCA, is a community resource of the National Park Service and works in urban, rural, and suburban communities with the goal of helping communities achieve on-the-ground conservation successes for their projects. They help communities help themselves by providing expertise and experience from around the



▲ The City of Tacoma's remodeled train station.

nation. From urban promenades to trails along abandoned railroad rights-of-way to wildlife corridors, their assistance in greenway efforts is wide ranging. Similarly, their assistance in river conservation spans downtown riverfronts to regional water trails to streams. To find out if your project qualifies, contact the Seattle Office at 206.220.4118.

www.nrc.gov/programs/rtca

Planning for Transportation in Rural Areas

This FHWA document is designed as a resource to rural planners, city and county engineers, stakeholders, local officials, and other decision-makers involved with developing rural transportation plans. It is intended to foster a better understanding of the characteristics, issues, and trends affecting rural transportation systems and the benefits of good rural system planning. It provides approaches and case study profiles for public consultation, environmental review, transit system planning, intelligent transportation system planning, and access management. www.vcf.fhwa.dot.gov/planning/rural/planningfortrans/index.html

Urban Land Institute (ULI)

Established in 1947, this Washington, D.C., fee-based service provides the technical expertise of ULI members to cities, private developers, and other organization that need objective analysis and advice on how to solve difficult land use, development, and redevelopment problems. ULI teams approach the project from all perspectives including market potential, land use and design, financing and development strategies, and organizing and implementation. An oral report is presented at the conclusion of the visit, followed by a printed report to the sponsor. 202.624.7000. www.uli.org/DK/uli>Aboutfst.html

Washington Economic Development Association (WEDA)

WEDA is an economic development professionals organization that seeks to stimulate the economic vitality of the state at the local community level. This is accomplished through goals and strategies that (1) promote sound economic development policy on the state level and (2) provide educational and networking opportunities for economic development professionals. 509.777.0525. www.wedaonline.org/weda/membership.htm

Washington State Rural Development Council

In 1988, the National Governors' Association Task Force on Rural Development called for a state-federal partnership to coordinate and leverage available resources to address the unique development problems in small communities and rural areas around the nation. The principles embodied in the task force recommendations became the basis of the National Rural Development Partnership and the State Rural Development Council. 360.943.5151. www.yo-partner.com

Need more help?**Contact:**

Association of Washington Cities,
Transportation Project at 360.753.4137

County Road Administration Board (CRAB) at
360.753.4137

Washington Association of Counties at
360.753.1886

Municipal Research Center at 206.625.1300

Washington State Department of
Community, Trade and Economic
Development at 360.725.4000

*To order more copies of this document please
contact WSDOT's T2 Center at 360.705.7386 or
on-line at: www.wsdot.wa.gov ■*



**Washington State
Department of Transportation**

Local Agency Environmental Classification Summary

Part 1 Project Description			
Federal Aid Project Number STPE-6680 (008)	Route	Date Created 9/25/2002	Local Agency Project Number
Agency Orange County - Fictitious Example		Federal Program Title <input checked="" type="checkbox"/> 20.205 <input type="checkbox"/> 20.209 <input type="checkbox"/> Other	
Project Title Kingfisher Road Improvements			
Begin MP 0.54 KP	End MP 2.07 KP	Miles 1.53 KM	Townships 38N Ranges 1E Sections 8 and 9
County Orange	Water Resource Inventory Area (WRIA) No. & Name 13 Deschutes		Within Puget Sound Basin? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Project Description The proposed project will improve a 1.53 mile section of Kingfisher Road on the Sodhi Peninsula. Proposed activities include shoulder widening; resurfacing; relocation of a portion of the roadway and the addition of sidewalks on the east side of the roadway. Proposed activities also include the creation of a stormwater treatment facility at both ends of the project and creation of a 1.35 acre wetland.			

Part 2 Environmental Classification	
NEPA <input type="checkbox"/> Class I - Environmental Impact Statement (EIS) <input checked="" type="checkbox"/> Class II - Categorically Excluded (CE) CE Type (from 23 CFR 771.117) (d)(1) <input checked="" type="checkbox"/> Projects Requiring Documentation (Documented CE) (LAG 24.22) <input type="checkbox"/> Class III - Environmental Assessment (EA)	SEPA <input type="checkbox"/> Categorically exempt per WAC 197-11-800 CE Type (from SEPA Checklist) <input checked="" type="checkbox"/> Determination of Non-Significance (DNS) <input type="checkbox"/> Environmental Impact Statement (EIS) <input type="checkbox"/> Adoption <input type="checkbox"/> Addendum <input type="checkbox"/> Supplemental

NEPA Approval Signatures

Local Agency Approving Authority

Date

Regional Local Programs Engineer / Assistant Secretary

Date

Federal Highway Administration

Date

Completed By (Print Official's Name) Brian Hasselbach	Telephone (include area code) (360) 705-6975	Fax (include area code) (360) 705-6822
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Part 3 Permits and Approvals Required

Yes	No	Permit or Approval	Yes	No	Permit or Approval
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Corps of Engineers <input type="checkbox"/> Sec. 10 <input type="checkbox"/> Sec. 404 <input type="checkbox"/> Nationwide Type _____ <input type="checkbox"/> Individual Permit No. _____	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Shoreline Permit
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Coast Guard Permit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	State Waste Discharge Permit
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Coastal Zone Management Certification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Section 4(f)/6(f): Wildlife Refuges, Recreation Areas, Historic Properties
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Critical Area Ordinance (CAO) Permit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SSP and TESC Plans Completed
<input checked="" type="checkbox"/>	<input type="checkbox"/>	ESA and EFH Compliance (See Part 5)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Water Rights Permit
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Flood Plain Development Permit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Water Quality Certification - Sec. 401 Issued by _____
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Forest Practice Act Permit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Tribal Permit(s), (If any) _____ _____
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Hydraulic Project Approval	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Other Permits, including GMA (List): _____ _____ _____
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Local Building or Site Development Permits			
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Local Clearing and Grading Permit			
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Natl. Historic Preservation Act - Section 106			
<input type="checkbox"/>	<input checked="" type="checkbox"/>	National Pollutant Discharge Elimination System (NPDES) Baseline General for Construction			
<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROW Acquisition Required			

Part 4 Environmental Considerations

Will the project involve work in or affect any of the following? Identify proposed mitigation. Attach additional pages or supplemental information if necessary.

1. Air Quality - Identify any anticipated air quality issues.

Is the project included in the Metropolitan Transportation Plan? ☒ Yes ☐ No

If Yes, date Metropolitan Transportation Plan was adopted. 6/10/01

Is the project located in an Air Quality Non-Attainment Area or Maintenance Area (for carbon monoxide, ozone, or PM10)? ☒ Yes ☐ No

Is the project exempt from Air Quality conformity requirements? ☒ Yes ☐ No (If Yes, identify exemption below.)

(In printed version, some text is hidden - see example text in directions)

(Example text if "yes"): Exempt from local hot spot analysis, per 40 CFR 93.126 - construction of bicycle and pedestrian facilities. (click to see hidden text if using filemaker pro)

2. Critical/Sensitive Areas - Identify any known Critical or Sensitive Areas as designated by local Growth Management Act ordinances.

- a. Aquifer Recharge Area, Wellhead Protection Area, or Sole Source Aquifer. If located within a sole source aquifer, is project exempt from EPA approval? ☒ Yes ☐ No

(In printed version, some text is hidden - see example text in directions)

(Example text, if "yes"): Project is located within the Central Pierce County Sole Source Aquifer, but

- b. Geologically Hazardous Area

Chronic slide area located approximately one half mile from the proposed project.

- c. Habitat. List known fish and wildlife species present and describe general habitat.

The Loris River is located 500 feet from the project and supports chinook, bull trout and carp. Project is surrounded by a mix of residential, commercial and riparian forest. A bald eagle nest is located approximately 800 feet from the proposed project.

- d. Are wetlands present within the project area? ☒ Yes ☐ No If Yes, estimated area of impact in acre(s): 1.2

(In printed version, some text is hidden - see example text in directions)

Project will impact 1.2 acres of existing wetlands. A proposed mitigation plan has been prepared and the

Part 4 Environmental Considerations - Continued**3. Cultural Resources/Historic Structures** - Identify any historic, archaeological, or cultural resources present with the project's area of potential effects.Does the project fit into any of the exempt types of projects listed in Sect. 24.82(a) of the LAG Manual? ☒ Yes ☐ NoIf **Yes**, note exemption below.

Project is exempt per item M, in section 24.8 of the LAG manual.

If **No**: Date of OAHP consultation 8/24/02Date of Tribal consultation(s) (if applicable) 8/26/02Adverse affects on cultural/historic resources? ☒ Yes ☐ NoIf Yes, date of approved Section 106 MOA 8/24/02

A copy of the completed MOA and all correspondence with and from OAHP and interested Tribes, are attached.

4. Flood Plains or WaysIs the project located in a 100-year flood plain? ☒ Yes ☐ NoIf yes, is the project located in a 100-year floodway? ☐ Yes ☒ NoWill the project impact a 100-year flood plain? ☐ Yes ☒ No (If Yes, describe impacts and analysis conducted.)

(if no - no additional information is needed)

(if yes, determine if the project will cause a significant encroachment, as defined by 23 CFR 650 Part A. If there is a significant encroachment, the FHWA cannot approve unless it is the only practicable alternative, per 23 CFR 650.113)

5. Hazardous and Problem Waste - Identify potential sources and type.Is the project likely to involve site clean-up? ☒ Yes ☐ No

The ASARCO Tacoma Smelter Superfund site is located in the vicinity of the project site. Fallout of air contaminants from smelting activities has blanketed the project site and vicinity. Evidence of slag at the site was observed during preliminary field investigations. Site cleanup activities are on-going.

Will the project create any hazardous waste? ☒ Yes ☐ No (If Yes, describe waste handling and disposal.)

As part of the Superfund cleanup, ASARCO will accept and dispose of all excavated soils from this project. A copy of the clean up plan prepared by ASARCO is attached.

6. Noise - Identify potential sensitive receptors or previous mitigation commitments. Briefly describe your impacts to the sensitive receptor, if present.

(In printed version, some text is hidden - see example text in directions)

Sensitive noise receptors for this project include three residences, located approximately 100 feet from the proposed project. The proposed project will result in both temporary and long-term increases to the existing noise levels in this area. A noise analysis was conducted and is attached. The study determined that impacts will

7. Parks, Recreation Areas, Wildlife Refuges, Historic Properties, or Scenic Rivers/Byways, 4(f)/6(f) Lands -

Identify any properties within the project limits and, if any are present, describe impacts to properties present.

The Waits City Park is located adjacent to the proposed project. The Bigelow House, listed on the National Register for Historic Places, will be impacted as a result of the project. An individual Section 4(f) evaluation was prepared to address the impacts of the proposed project on both Waits Park and the Bigelow House and is attached. FHWA approved the individual Section 4(f) evaluation on 7/23/02.

Part 4 Environmental Considerations - Continued

8. Resource Lands - Identify any of the following resource lands within 300 feet of the project limits and those otherwise impacted by the project. Describe any impacts to any resource lands identified.

a. Agricultural

Project will require the conversion of 0.65 acre of agricultural land. The land is considered to be prime and unique farmland and a copy of the United State Department of Agriculture approval is attached.

If present, is resource considered to be prime and unique farmland?

☒ Yes ☐ No

If Yes, date of approval from US Forest Service, Dept. of Agriculture.

8/13/02

b. Forest/Timber

Mature forest stands surround the project area. Project will result in the removal of 6-8 trees, all approximately 48" dbh.

c. Mineral

No mineral deposits are present within the proposed project area.

9. Rivers, Streams (Continuous, Intermittent), or Tidal Waters

a. Identify all waterbodies within 300 feet of the project limits or that will otherwise be impacted.

Fisheries WA Stream No. _____

Ecology 303d Report No. _____

MU96PG

Reason for 303d listing _____

Temperature _____

Date of Report 6/2/98

b. Identify stream crossing structures by type.

There is a culvert crossing located on Lupis Creek, which is a tributary to the Loris River.

10. Tribal Lands - Identify.

The proposed project is located within Suquamish Tribal land. Discussions and coordination has occurred with the Suquamish Tribe, in order to ensure their comfort level with the proposed project. Copies of the correspondence and approval from the Tribe, are attached.

11. Visual Quality

Will the project impact roadside classification or visual aspects? ☐ Yes ☒ No (If Yes, identify the impacts.)
(example text if yes)

The Bigelow House, noted above, will be visually impacted by this project.

Part 4 Environmental Considerations - Continued

12. Water Quality/Storm Water

Has NPDES municipal general permit been issued for this WRIA? ☒ Yes ☐ No

Amount of existing impervious surface within project limits: 23,186 square feet

Net new impervious surface to be created as a result of project: 5,234 square feet

Existing water quality/quantity treatment for existing impervious surface? ☐ Yes ☒ No

Describe proposed water quality/quantity treatment for new and any existing impervious surface upon completion of project.

As part of the proposed project, stormwater treatment facilities will be constructed, consisting of construction of a curb and gutter system and bioswale. Runoff from 140% of the new impervious surface will be collected via the curb system and will be discharged to a bioswale at the western end of the roadway. The bioswale will provide treatment of the runoff, prior to its infiltration into the ground.

13. Previous Environmental Commitments

Have previous environmental commitments been made in the project area? ☒ Yes ☐ No

Describe commitments. If commitments are a result of permit conditions, identify issuing agency, permit number and date, and how commitments will be met.

As part of previous improvement work to State Avenue (in 1998), a wetland mitigation site was created. The mitigation work was a requirement of the Corps of Engineers, as a result of the 1998 project's filling of 1.2 acres of wetlands. The city is committed to maintaining the mitigation site, through regular maintenance of the facility and re-planting, as necessary.

14. Long-Term Maintenance Commitments

Are long-term maintenance commitments necessary for this project? ☒ Yes ☐ No

Identify.

City maintenance staff will maintain the new trail and trailhead.

15. Environmental Justice

Are minority and/or low income communities impacted by the project? ☐ Yes ☒ No (If Yes, identify the impacts.)

(In printed version, some text is hidden - see example text in directions)

Ten out of the seventy businesses and/or residences that this project will require strip takes of right of way from, are minority and/or low income. However, the number is not disproportionate in comparison to the overall number of residences and/or businesses that will require strip takes of right of way and equal impacts will occur to businesses and residences on both sides of the roadway.

The city conducted a public hearing/open house on November 13, 2003 to discuss the project; seek input and provide information. Announcements of the opportunities occurred in both English and non-English publications and translators were present at all public hearings and open houses.

Part 5 Biological Assessment and EFH Evaluations

Answer **ALL** questions. Refer to the Part 5 Biological Assessment Checklist Instructions before completing this section.

Permits

1. Are any of the following environmental permits, as indicated in Part 2, required: HPA, 404 wetlands, or local clearing and grading, shorelines, or permits related to critical or sensitive areas ordinances? ☒ Yes ☐ No

Location

	2. Will any construction work occur within 0.5 miles of any of the following:	3. Does the project involve blasting, pile driving, concrete sawing, rock drilling, or rock scaling activities within 1 mile of any of the following?
Bald eagle nesting territories, winter concentration areas, or bald eagle communal roosts?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Spotted owl management circles or designated critical habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Marbled murrelet nest or occupied stand, or designated critical habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Western snowy plover designated critical habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Federal threatened, endangered, proposed, or candidate plant species locations or documented habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Canada lynx habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Gray wolf habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Grizzly bear habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Brown pelican night roosts?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
Woodland caribou habitat?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know
A mature coniferous or mixed forest stand?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know

4. Will any construction work occur within 300 feet of Puget Sound, Strait of Juan de Fuca, or the Pacific Ocean? ☐ Yes ☒ No
5. Will any construction work occur within 300 feet of any permanent or intermittent waterbody, **which supports or drains into a listed fish supporting waterbody**? ☒ Yes ☐ No ☐ Don't Know
6. Will any construction work occur within 300 feet of any wetland, pond, or lake that is connected to **any** permanent or intermittent waterbody? ☐ Yes ☒ No ☐ Don't Know
7. Does the action have the potential to directly or indirectly impact designated critical habitat for salmonids (including adjacent riparian zones)? ☐ Yes ☒ No ☐ Don't Know

Stormwater

8. Does the project create **any** new impervious surface area? If yes, go to 8a. ☒ Yes ☐ No
- 8a. Will post-project stormwater treatment infiltrate, with pretreatment, all new impervious surface area; OR will stormwater treatment facility treat 140% times the area of new impervious surface area? ☒ Yes ☐ No ☐ Don't Know

Construction Activities

9. Will any construction waste materials (e.g., asphalt or concrete grindings or byproducts, construction-related chemicals, fill materials, or excavated materials) from the project be disposed of at a location other than a permitted disposal site? ☐ Yes ☒ No ☐ Don't Know
10. Will the project involve any in-water work? ☐ Yes ☒ No ☐ Don't Know
11. Will the project effect the water regime of, or utilize any water from a waterbody, which supports or drains into a listed fish supporting waterbody; or any wetland, pond, or lake? ☐ Yes ☒ No ☐ Don't Know
12. Will construction work occur outside the existing pavement? If Yes, go to 12a. ☒ Yes ☐ No
- 12a. Will construction activities occurring outside the existing pavement involve clearing, grading, filling, or modifications of vegetation or tree cutting? ☒ Yes ☐ No

Determination

If all the above questions were marked No (with the exception of Question 8a.), or if any of the above items were checked Yes or Don't know, but an adequate justification has been provided to support a no effect determination, then check **No Effect**. If any of the above items were checked Yes or Don't Know (with the exception of Question 8a.), a biologist is required to conduct a review and evaluate the project; complete the section 7 consultation process per section 24.7 of the LAG manual. Note: If a biologist is required to conduct a review and evaluate the project, this does not preclude a no effect determination.

- ☐ **No Effect** (The proposed project will have no effect on Federally listed or proposed species, and the proposed project will not result in the destruction or adverse modification of designated or proposed critical habitat).

	NMFS	USFWS
<input checked="" type="checkbox"/> NLTA Date of Concurrence	8/13/02	7/22/02
<input type="checkbox"/> LTAA Date BO Issued		
Date of First 6 Mo. Update	2/13/03	1/22/03

Essential Fish Habitat Determination:

- ☐ No Effect
- ☒ Adverse Effect. Date of NMFS Concurrence 8/13/02

Analysis for No Effects Determination (Required if any item in Section 5 was checked Yes).

Proposed project involves the construction of a pedestrian walkway and bicycle pathway along Jackson Ave., from A St. to B St. Existing conditions include a narrow and uneven path that currently weaves along Jackson Ave. There will be no effect due to (describe why there is no effect).

There is one bald eagle nest within a half mile of the proposed trail. Noise is unlikely to increase during construction, as the pathway is adjacent to an existing high-use road and a hospital's helicopter pad. Disturbance after construction will not increase upon existing levels, as the trail currently functions as an informal, unpaved pathway. Work windows for nesting eagles will also be adhered to, in order to ensure no impacts occur. Also, work will occur within 0.5 miles of a mature forest but no trees will be removed.

Construction will occur outside of the existing paved roadway and will require some minor clearing and grading. Grading and clearing will be minor as an existing un-paved pathway is currently in place. Clearing will consist of removal of minor amounts of grasses and non-native vegetation.

The project will result in an increase of impervious surface. However, existing vegetation adjacent to the pathway, will be used to provide pre-treatment of created runoff, prior to infiltration.

Part 6 FHWA Comments

Use Supplement Sheet if additional space is required to complete this section.



◀ This project on Galer Street, in Seattle, involved construction of a new flyover structure, which included accommodations for trail users as well as artwork.



▶ The rope patterns represent the project's close proximity to the nearby waterfront. The tires represent commerce.

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